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Using Self-Concept Theory to Understand Event Volunteer Motivation, Satisfaction and Intent

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USING SELF-CONCEPT THEORY TO UNDERSTAND EVENT VOLUNTEER
MOTIVATION, SATISFACTION AND INTENT

A Dissertation
Presented to the Department of Parks, Recreation, and Tourism Management
Graduate School of
Clemson University

In Partial Fulfillment
of the Requirements for the Degree
Doctor of Philosophy
Parks, Recreation, and Tourism Management

by
Jarrett Robert Bachman
May 2014

Submitted to:
William C. Norman, Committee Chair
Kenneth F. Backman
Robert Brookover, IV
Christopher Hopkins

ABSTRACT

The growth and increased popularity of festivals and events has led to a need for examination of many aspects of festival production. One area that is vital to festival success is an efficiently run volunteer program that can contribute to the financial, social, and cultural impacts of a festival or event. One of the fastest growing niches in the event marketplace is large-scale music festivals. As the majority of income in the music industry has shifted from recorded to live music, a steep increase in the quantity and size of music festivals has occurred in the United States. As a result, event managers rely heavily on hundreds of volunteers assisting in the operation of these large-scale music festivals that draw attendance in the tens of thousands. Understanding how to market to and run volunteer programs in general is an underserved area in academic literature. In order to further understand music festival volunteers, research grounded in self-concept theory, or the relationship between how one sees them self and how they see a product or experience, was examined at the 2013 Austin City Limits Music Festival. The study found that self-image congruency, the operationalized measure of self-concept, has a positive and significant impact on motivation, satisfaction, and intent to return.

Additional analysis revealed that some of these relationships are moderated by variables such as volunteer experience, education, age, and years living in the Austin area. These findings, along with segmentation analysis uncovered significant practical recommendations for festival management in terms of what type of person to market to and accept for volunteer work. As a whole, this research provided theoretical support for

self-concept theory's inclusion in tourism and volunteer research as well as methodological and practical guidance for music festival organizers.

DEDICATION

This dissertation is dedicated to my family and friends who have supported and provided guidance. To the pack in Atlanta, the Puddlers in Colorado, and my friends in Asheville, I am grateful to have you all in my life. I appreciate the ability to bounce ideas off of everyone and the ability to decompress and rejuvenate myself in your presence.

I also must thank my late Uncle Jeffrey Wolf. If you had not introduced me to sports and the trombone when I was a youngster, I would not have developed the passion and desire that was necessary to complete this dissertation.

Most of all, thanks to my parents. You both always encouraged me to push and reach my true potential. You knew way before I did what I was capable of accomplishing. I have always felt your support behind me and have had that solid base from which to propel myself off of (and sometimes land on).

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I also must acknowledge three professors at the University of Georgia who have shaped my academic career and without whom I would not have pursued a doctorate: Dr. Sylvia Hutchinson in Education, Dr. John Knox in Geography, and Dr. Gary Green in Natural Resource Recreation & Tourism. Specifically, I was driven during my program at Clemson from a quote from Dr. Green to my parents at graduation in 2010 that will always be in my mind: "If [Jarrett] doesn't get a PhD, it'll be a waste."

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“Rock” [music], is the expression of elemental passions, and at rock festivals it assumes a cultic character, a form of worship....people are, so to speak, released from themselves by the experience of being part of a crowd and by the emotional shock of rhythm, noise, and special lighting effects.”

-Pope Benedict XVI, *The Spirit of the Liturgy* (2002)

CHAPTER ONE

INTRODUCTION

Background

The quote above highlights the importance and meaning of music and music festivals for all. These gatherings of people center on the phenomena that is music and have been increasingly popular since the beginning of the 2000s (Knopper, 2012). Music is unique in its ability to transcend language, political lines, and geographical boundaries, and its meaning in culture has been well documented through history. As music festivals expand in size and quantity, a number of potential issues have arisen. One area of importance is the operational efficiency of these festivals in general. More specifically, one crucial element in operations lies in the volunteer programs that do many jobs without which the experience described in the quote above would not be as fervent (Elstad, 2003).

According to Cnaan and Goldberg-Glen (1991), volunteers let events expand their quality and diversity of services while staying within budget. Event organizers use volunteers as part of their operational strategy, and their work helps offset the cost of staging an event (Love, Hardin, Koo, & Morse, 2011). Volunteers also play a social role in festivals and events, as they provide storytelling about the local area during an event

while fulfilling their volunteer duties (Olsson, Therkelsen, & Mossberg, 2013). They are vital stakeholders in festival and event management and have been called the “third force” in events tourism (Ralston, Lumsdon, & Downward, 2005. p.504) in addition to residents and other sections of the community.

As both the size and number of festivals is projected to increase, even in times of economic downturn (Goldblatt, 2012), volunteers will play a crucial role in the sustainability and success of these festivals. The experience of a volunteer at an event or festival is different from that of an attendee. Not only can volunteers have the dual role of festival goer and tourist in some cases (Getz, 2005), they have a third role of completing volunteer work during the festival or event. Once the decision has been made to volunteer, this third role (unlike any other) is largely out of the control of the volunteer. Volunteer applicants may be able to suggest volunteer work type or time, but ultimately must meet the festival or event’s requirement of completing a specific amount of work.

Although previous research has examined motivation of volunteers in festivals and events (Farrell, Johnston, & Twynam, 1998; Love et al., 2011; Strigas & Jackson, 2003), no previous research has used self-concept theory as the theoretical basis from which to study festival volunteers.

At the base of self-concept is a need for individual reassurance from others. This is driven by a measure of one’s self-congruence: the degree of similarity between a person and what they are consuming (Sirgy, 1980). Self-congruity has been defined as “the match between consumers’ self-concept and the user’s image of a given product,

brand, store, etc.” (Kressmann, Sirgy, & Herrmann, 2006, p.955). The behavior of the consumer as it relates to this congruity is at the heart of self-concept theory.

Self-concept was once studied as a one-dimensional construct (e.g., Bellenger, Steinberg, & Stanton 1976; Birdwell 1968; Green, Maheshwari, & Rao, 1969). It has since been studied primarily from a multi-dimensional standpoint (Rosenberg, 1979) and consists of four different perspectives (Sirgy, 1982a):

Actual self-image: The image one sees of themselves

Ideal self-image: The image one wants to see of themselves

Social self-image: The image that one believes others hold toward themselves

Ideal-Social self-image: The image that one would like others to hold

The reason that all four perspectives (actual, social, ideal, ideal-social) are used when measuring self-image congruency is that they are complementary instead of conflicting. These perspectives contribute to analysis and measurement ability rather than detract from them (Beerli, Díaz, & Martín, 2004).

This research will use self-concept theory to measure the multi-dimensional congruency of festival volunteer self-image using all four perspectives: the actual self, ideal self, social self, and ideal-social self (Malhotra, 1988; Maslow, 1954). The relationship between who we are and what we do is an important one (Belk, 1988). It is hypothesized that some people see volunteering at festivals as an opportunity to search for symbolic self-completion (Wicklund & Gollwitzer, 1982). If a better understanding of the relationships between festival volunteer characteristics can be obtained, then festivals will be able to better market their volunteer program and make more efficient and

effective use of volunteers. In turn, this understanding of festival volunteer consumer behavior will result in a better experiential ‘product’ for both volunteers and ‘regular’ attendees demonstrated by satisfaction levels and behavioral intention.

From a marketing standpoint, a link between self-image congruity and purchase intentions was made by Hung & Petrick (2011) in a tourism context related to travel constraints and travel intentions in the cruise industry. This research demonstrated the need for marketers to understand the potency of images related to self-image in order to be most effective. One example of this was that if cruise tourists identified their ideal self-image as ‘fun’, then a cruise ‘fun’ image should be portrayed in promotional materials to increase perceived self-congruity.

This research is not designed to examine the volunteer as a tourist, but rather examine the self-congruity of volunteers as they make decisions about volunteering related to motivation, satisfaction, and intent to return. However, the music festival researched in this study is a tourism entity. As such, this research examines part of this tourism entity through the lens of local volunteers who assist in festival operation.

Research Justification

In reviewing the literature in tourism, specifically festivals and events, marketing, self-concept theory, motivation, music festivals, satisfaction, intention to return, and volunteerism, gaps in research exist. This study combines these research gaps into a coherent study examining the role self-image congruency on volunteer motivation, satisfaction and intent to return for volunteers at one of the largest music festivals in the

world. The relationships of the magnitudes in these gaps can visually be seen in Figure 1 and are described below.

Why use self-concept theory? Research supports that in marketing, using a person's perception of themselves, or self-concept, helps comprehend the preferences consumers make in choosing one product over another (Sirgy, 1982a). It is not enough to just understand consumers' opinions of a product in terms of quantity or quality. The perception or image of the product from the consumer's point of view gives a deeper level of understanding. It is with this level of understanding that marketers can be most effective in promotional campaigns and recruiting, selecting, and retaining volunteers. According to Todd (2001, p.184), "The discretionary and conspicuous nature of tourism consumption would appear to make tourism an ideal context [from which to study a model of self-concept]." The call to do further research investigating a possible cause and effect between self-concept and the consumption of tourism was made.

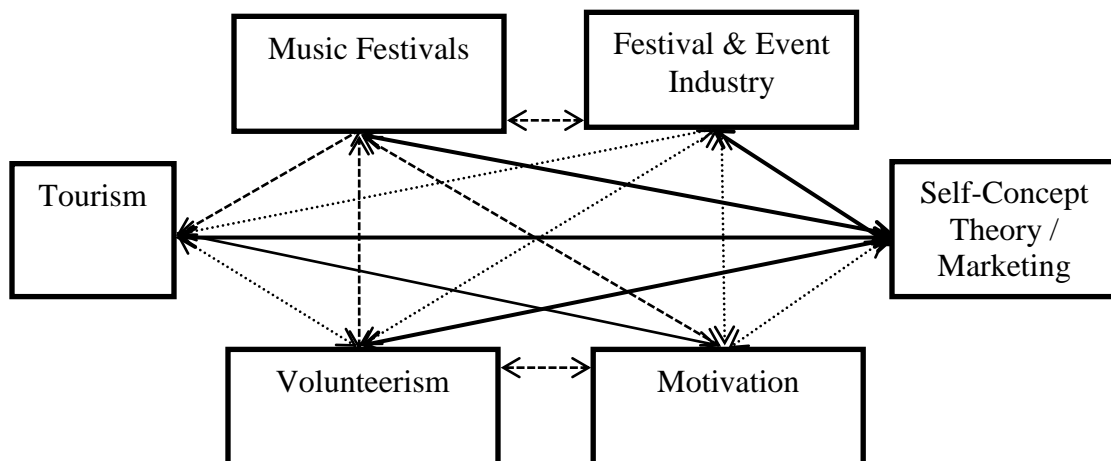


Figure 1.1: Connectivity between Concepts and the Strength of Gap in Literature
 ↔ = Large Gap - - - -> = Medium Gap ·····> = Small Gap

Most research on festivals and events has examined economic impact, pricing, and programming (Leenders, 2010). Because festivals are reliant on the volunteer force as a vital stakeholder to create a successful product, great time and resources are devoted to developing and recruiting volunteers. According to Getz (2002), festival and event management must understand resource dependency theory as it relates to stakeholders of festivals, volunteers being among them. As a result, doing market research on large scale music festival volunteers in the United States is a necessary component in developing effective marketing (Preston, 2012) and operational strategies. As customer benefit priorities shift from product performance to customer experience (Kotler, Jain, & Maesincee, 2002), the experiential component for volunteers is a crucial issue. As festival organizations cease outsourcing parts of festival operations and manage more of the festival themselves (including volunteer programs), a broader view of marketing incorporating new and innovative ways to differentiate themselves from other festivals is necessary (Leenders, 2010). With the emphasis and call to combine tourism and self-concept theory in research as well as the need for marketers to understand the potency of images related to self-image congruency (Hung & Petrick, 2011), the argument for self-concept theory's inclusion in this research is strong.

Previous research by Knoke & Wright-Isak (1982) highlighted the need to understand volunteer motivation, commitment, and the influence of the experience on the intent to remain a volunteer (behavioral intention). A correlation between two of these factors, volunteer motivation and behavioral intention, has been found in the context of a large-scale women's professional golf tournament in Canada (MacLean & Hamm, 2007).

Using multiple regression, Love et al. (2011) found a relationship between all three factors (volunteer motivation, satisfaction, and behavioral intention) at a large-scale men's professional golf tournament in the United States (Figure 1.2). Results showed altruistic motivation and golf interest had a positive impact on both satisfaction and behavioral intention. A significant positive association also existed between satisfaction and behavioral intention. One suggestion for future research in the study by Love et al. (2011) included testing volunteer motivation models in other festival and event contexts such as the one in this dissertation.

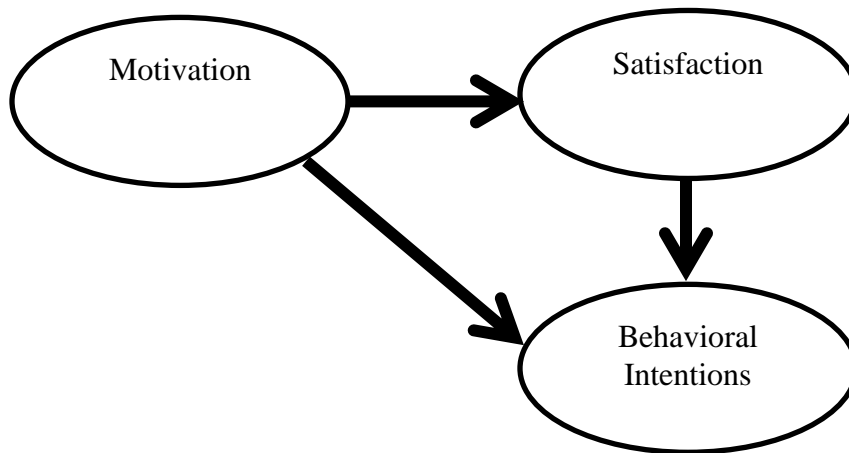


Figure 1.2: Previous Volunteerism Conceptual Model (Love et al., 2011)

These three factors are contained in the conceptual model of this research along with self-concept theory and were analyzed through Structural Equation Modeling (SEM) as opposed to multiple regression (Figure 1.3). This analytical approach allows a more in-depth understanding of the relationships between all four factors and has not been previously used in this line of research.

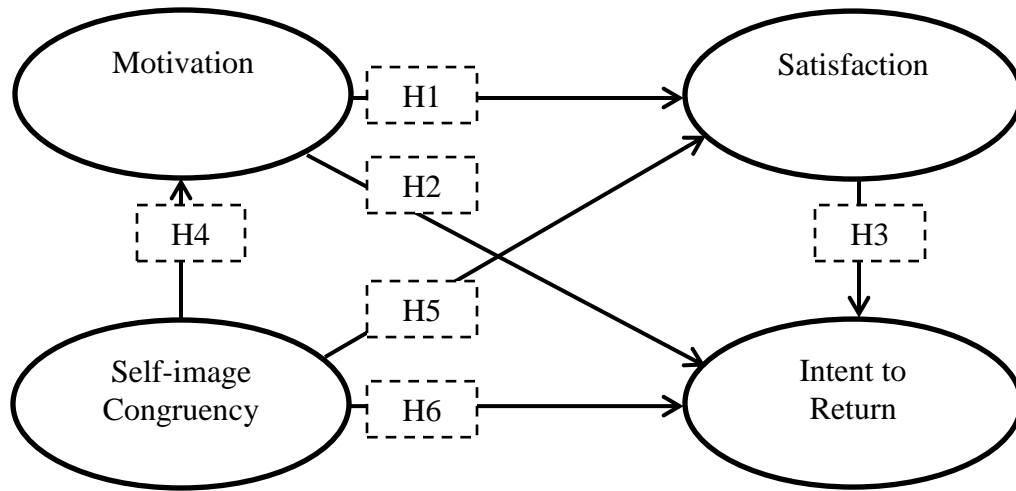


Figure 1.3: Proposed Volunteerism Conceptual Model

In terms of the first factor, volunteer motivation, previous research has assessed motivation in reference to many concepts related to music festival volunteers (e.g. festivals, sport events, volunteers, music). Many studies have been descriptive in nature and the connection between results and theory building has not been made (Li & Petrick, 2006). The suggestion was made by Li & Petrick (2006) that in order to understand attendee motivation, theory building must be a part of the research. In terms of volunteers, organizers must understand motivation in order to better serve volunteers and ultimately retain them (Bekkers, 2005; Fisher & Ackerman, 1998; Harrison, 1995). From a volunteer research perspective, the majority of theoretical research on volunteerism and motivation has been done in the non-profit sector (Pauline & Pauline, 2009). This study addresses theoretical deficiencies in both event motivation and volunteer research by using self-concept theory as the foundation of the research in a for-profit festival.

Limited research has been conducted on the influence of the experience on volunteer satisfaction and intent to remain a volunteer despite the importance of a

volunteer's commitment to festivals and events (Elstad, 2003). This research fills a gap in the literature by analyzing this influence and later goes one step further by examining the moderating role of experience on this relationship. Although previous research at a Ginseng festival in South Korea examined attendee satisfaction between first-time and repeat attendees (J. Lee, Lee, & Yoon, 2009), literature examining this phenomena from a festival volunteer perspective is scarce, and has not been conducted at a large-scale American music festival before.

Despite the fact that music events are extremely popular and are continuing to increase in popularity, research examining attendee motivation in a music context is scant (Oakes, 2003). Both Oakes (2003) and Bowen & Daniels (2005) highlight the use of knowing attendee motivation to obtain sponsorships. Understanding festival and event attendees allow organizations and potential sponsors to determine matches between a festival and corporate sponsors. Although there is no direct parallel from volunteers to attendees, the recognition of a lack of research concerning any group of stakeholders associated with music events contributes to the need for the this research.

Operationally, no attempt has been made in the literature to provide a full definition of volunteering (Stebbins, 2013). Stebbins argues that due to the “incomplete state of research on [volunteering]” (p.339), no definition can be made at present. Although this research does not attempt to create a definition of a volunteer, it does provide insight on a type of volunteer that has been under researched to this point.

From an applied perspective, this research has implications toward volunteer recruitment, marketing, performance, satisfaction and retainment. This research

determines segments that assist in making more efficient efforts at targeting a higher quality and quantity of volunteers. This research develops a more in-depth understanding of the segmentation of those volunteers, specifically as it relates to self-image congruency in the context of the festival and a volunteer's desired work area. Finally, the connections between experience, image and satisfaction leading to retention of volunteers allows further insight toward the incentive systems and motivational factors that let festivals and events expand the quantity and diversity of their services without creating budgetary constraints (Clark & Wilson, 1961; Cnaan & Goldberg-Glen, 1991; Knoke & Wright-Isak, 1982).

The reasoning behind using music festival volunteers as the study context is also supported by the literature. Past research has shown that sport volunteers may have different motivations than volunteers in other areas of the festival and event industry (Strigas & Jackson, 2003). Since research has shown that understanding volunteers is specific to each part of the festival and events industry (MacLean & Hamm, 2007), and that no generalized conclusions of motivation factors for volunteers can be made (Bekkers, 2005), it is necessary to look at understanding volunteers in this specific sector of the festival and event industry.

Simply put, music festivals are different. Marketing for arts organizations such as music festivals is different because of the nature of the experience and the input consumers have in creating that experience (Hill, O'Sullivan, & O'Sullivan, 2003). These experiences are intangible, and contemporary marketing must be used. For artistic organizations such as music festivals, finding consumers who appreciate the product is

important (Colbert, 2007). Studying music festival volunteers allows a better understanding of one segment (volunteers) that a music festival must market to and rely on to provide a high quality experience. It is hoped that this research contributes to the body of knowledge theoretically and practically, filling in gaps in the literature that occur across multiple disciplines such as self-concept theory and music tourism.

Problem Statement

The self-concept of volunteers in festivals is important in terms of marketing toward and recruiting volunteers, volunteer satisfaction, and retaining volunteers. All contribute to overall festival success. Self-concept theory is an important part of attitude research and has widespread implications to consumer behavior (Sirgy, 1982a). The role of self-concept theory in consumer decision making has been largely neglected and unexplored in the tourism field, specifically concerning volunteers and large scale music festivals. Examining self-concept provides a deeper, more improved knowledge of the relationship between music festivals and volunteers beyond motivation, satisfaction, and behavioral intention.

Purpose of the Study

The purpose of this research is to use the theoretical and methodological developments of self-concept theory to examine the role of self-image congruency on festival volunteers. This research extends the body of knowledge of festivals and volunteers by providing additional empirical validation of self-concept theory in a tourism context as well gives insight that will allow festivals to increase the overall effectiveness of volunteer programs.

Site Selection

The research occurred at the Austin City Limits Music Festival (ACL) in Austin, Texas, USA. This festival conducted its 12th annual edition in 2013 and had a daily attendance of 75,000. The 2013 edition was the first to split the festival over two weekends: October 4-6 & October 11-13, 2013. The previous 11 editions of ACL occurred on consecutive days, normally a Thursday through Sunday. Austin City Limits festival is produced by C3 Presents, an Austin-based company which conducts many large scale music festivals throughout the country at all times of the year. Volunteers who were able to work all six festival days were given preference for acceptance. At Austin City Limits, only people who live in the Austin, Texas area or are associated with Austin are eligible to apply to volunteer. Accepted volunteers receive free admission to the festival on days in which they volunteer, a limited edition ACL volunteer t-shirt, and one food coupon for the weekend (Appendix C). Given the nature of this festival with multiple weekends and the logistics of festival operations, it was determined that the survey instrument would be best administered via email at the conclusion of the festival. The survey was sent to the census of all 737 volunteers who completed their volunteer hours.

Research Objectives

To satisfy the purpose of this research, three research objectives exist for this study. The first objective is to explore the linkages between self-image congruency, motivation, satisfaction and retaining festival volunteers (i.e. behavioral intention, intent to return, commitment continuance). The perceptual alignment of person and product

define self-image congruency (Sirgy, 1985), and it is that congruency that provides the basis for further analysis. Although research has attempted to empirically validate self-concept theory in a tourism destination context (Litvin & Kar, 2004), no empirical validation has occurred using festival volunteers. Furthermore, research has examined self-concept theory in festivals from a consumer behavior standpoint (Gration, Raciti, & Arcodia, 2011), but the literature focused on festival attendees as a whole without any specific examination of volunteers. Future recommendations made by Gration, Raciti and Arcodia (2011) suggested popular music as a festival type from which to develop the literature on self-concept theory and improve long-term success and sustainability of the festival industry due to increased marketing effectiveness. This research uses this development paired with a specific focus on festival volunteers to empirically validate self-concept theory's contribution to decision-making processes made by volunteers as consumers of music festivals.

Motivational factors that contribute to continued or non-continued participation in volunteering for festivals have been found (Clary, Snyder, & Ridge, 1992). However, the link between the influence of image congruency and these motivations has not been made. This research will attempt to determine the extent of those linkages as well as further explore previously researched motivational factors.

The second objective of this study is to examine the role of moderating variables of years as a volunteer, volunteer work area, age, and education on the four constructs for this research: self-image congruency, motivation, satisfaction, and intent to return. It was proposed that adding image congruity will provide insight into how to more effectively

use volunteers through a more advanced understanding of volunteers, specifically their motivation, satisfaction, and intent to return as a volunteer (Figure 1.4).

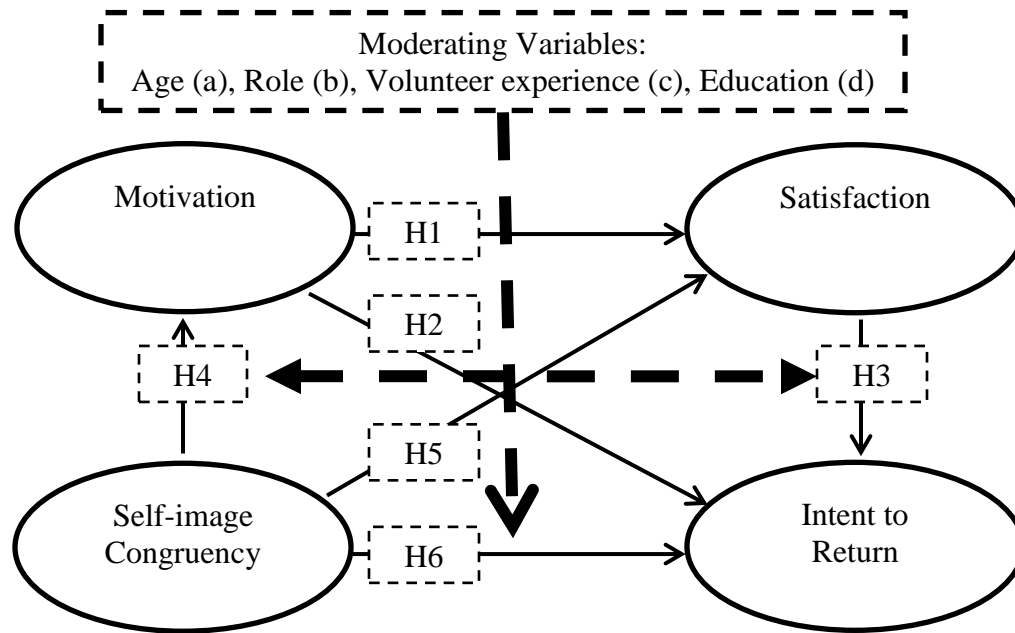


Figure 1.4: Proposed Volunteerism Conceptual Model with Moderating Variables

Although previous moderation research in tourism has focused on regression, SEM has emerged as a new approach for models which include moderators. This approach allows examination of multiple moderators in a simpler manner than regression. (Ro, 2012). A moderating variable is one which in some way affects the relationship between an independent and dependent variable. It tells in what circumstance a phenomenon occurs. Moderation has been called the “changer of a relationship” (Little, Card, & Bovaird, 2007, p. 207). It provides a more detailed explanation by telling when the association between an independent and dependent variable might be stronger or

weaker. These variables may natural occur or can be created by manipulating conductions (Baron & Kenny, 1986). A constrained model, that is one that assumes no interaction effect between variables, is compared against an unconstrained model which assumes interaction between independent, moderating, and dependent variables. If the unconstrained model has better fit, then moderation is deemed to have occurred. It is permissible to turn a continuous moderating variable into a categorical variable (i.e. mean-split technique) and then use a multi-group approach for analysis (Ro, 2012).

The third objective of this research is to examine volunteerism at festivals from a recruitment standpoint. A direct effect between marketing effectiveness and festival success has been found with respect to attendees (Lee, Lee, Lee, & Babin, 2008). This research examines if the same results can be achieved by segmenting volunteers.

Market segmentation is one of the most powerful tools for marketers (Dolnicar & Leisch, 2003), and the relationship between image and various segments of volunteers has yet to be studied in detail. This is especially noteworthy considering it has been found that after segmenting tourist markets based on destination image, different segments had different perceptions of the same place (Dolnicar & Huybers, 2007; Leisen, 2001).

Additionally, it has been shown that marketing builds relationships with all stakeholders, including volunteers in a festival environment (Getz, 1997). Marketing also should have congruence between self-concept and the totality of offerings from that festival (Getz, Andersson, & Larson, 2007; Lee et al., 2008).

Knowing what a positive or negative attraction or experience is to a consumer, such as a music festival attendee or volunteer, is an essential piece of knowledge to

understanding their motivation and behavior (Crompton, 1979; Dann, 1981; Fodness, 1994; Murphy, Benckendorff, & Moscardo, 2007a). This research examines volunteers through the lens that they are indeed a vital subset of the attendee stakeholder of festivals (Getz et al., 2007). As such, the importance of understanding the link between volunteer interpretations of the images portrayed in the volunteer aspect of a festival to volunteer effectiveness as a whole is needed and is explored with this research using Self-Concept Theory.

Hypothesis Development

Literature in volunteer research has previously focused on examining the rewards structure or motivations of volunteers as they relate to satisfaction and intent to return as a volunteer (see Figure 1.2). This study improves the model by cementing it in self-concept theory by adding a measure of self-image congruency into the model (see Figure 1.3). In addition, a segmentation of music festival volunteers was made using self-image congruency and comparing the three other aspects of the model as well as the importance of benefits that are received by volunteers (such as free tickets) across segments. This research provides a more comprehensive model of volunteerism that can assist the festivals and events industry, among others, in improving the efficiency and effectiveness of volunteer programs.

To test this conceptual model (Figure 1.3), this research refines multi-dimensional scales that have been used in self-image congruity, volunteer motivation, volunteer satisfaction and intent to return. Direct measures of congruency lead to greater predictive validity and overcome problems of discrepancy scores, irrelevant images, and the use of

the compensatory decision rule (Sirgy, Grewal, & Mangleburg, 1997). By using global cues that are not limited by dimension, the measure is operationalized by asking respondents to create an image of the volunteer ‘user’ and then assess their self-congruity with the created image in a global way. This research demonstrates that self-image congruency has an effect on motivation, satisfaction, and intent to return of festival volunteerism through determining what linkages exist and the relative strength of those linkages as they relate to self-image.

RQ1: How does the inclusion of self-image congruency affect the previous volunteer conceptual model (Figure 2)? What additional relationships among motivation, satisfaction, and intent to return exist with the inclusion of self-image congruency?

With the recent inclusion of self-image congruency in consumer behavior of attendees in festivals and events (Gration et al., 2011), the need to explore this concept in the context of festival and event volunteers has been underlined. As such, the first research question for this research involves this addition:

Hypothesis 1 (H1): Volunteer Motivation positively influences Satisfaction: For Hypothesis 1, it is hypothesized that Volunteer Motivation has a significant positive influence on the Satisfaction of a volunteer. The more highly motivated a

volunteer is, the higher their satisfaction level with their volunteer experience will be.

Hypothesis 2 (H2): Volunteer Motivation positively influences Intent to Return:

For Hypothesis 2, it is hypothesized that Volunteer Motivation has a significant positive influence on Intent to Return. The more highly motivated a volunteer is, the more likely they are to continue their commitment and return to that festival as a volunteer in the future.

Hypothesis 3 (H3): Satisfaction positively influences Intent to Return: For

Hypothesis 3, it is hypothesized that Satisfaction has a significant positive influence on a volunteer's Intent to Return. The higher a volunteer's satisfaction level with their volunteer experience is, the more likely they are to continue their commitment and return to that festival as a volunteer in the future.

Hypothesis 4 (H4): Self-Image Congruency positively influences Volunteer

Motivation: For Hypothesis 4, it is hypothesized that the congruency of images between a volunteer and the festival from the perspective of the volunteer has a significant positive influence on Volunteer Motivation. The higher the congruency a person has of the image of themselves compared to their perceived image of the festival, the higher their motivations will be for volunteering at that festival.

Hypothesis 5 (H5): Self-Image Congruency positively influences Satisfaction: For Hypothesis 5, it is hypothesized that Self-Image Congruency has a significant positive influence on the Satisfaction of a volunteer. The higher the congruency a person has of the image of themselves compared to their perceived image of the festival, the higher their satisfaction level with their volunteer experience will be.

Hypothesis 6 (H6): Self-Image Congruency positively influences Intent to Return: For Hypothesis 6, it is hypothesized that Self-Image Congruency has a significant positive influence on a volunteer's Intent to Return. The higher the congruency a person has of the image of themselves compared to their perceived image of the festival, the more likely they are to continue their commitment and return to that festival as a volunteer in the future.

Hypotheses 1, 2 and 3 have been tested as part of the traditional model of understanding volunteers (Figure 2). The inclusion of self-image congruency into the new model (Figure 3) allows additional testing of hypotheses 4, 5 and 6. It was then determined if the new model increases understanding of volunteers compared to the old model. As such, the final hypothesis for Research Question 1 is:

Hypothesis 7 (H7): The new model of understanding volunteers (Figure 1.3), which includes self-image congruency, is the statistically better model fit for understanding volunteers compared to the old model (Figure 1.2). The new model

will not contest the relationships of the old model (H1, H2, H3), but rather confirm them in addition to gaining an added level of understanding as a result of the inclusion of self-image congruency.

RQ2: Do variables moderate the relationships in the proposed volunteerism model? To what extent do these moderating variables affect those relationships? Four moderating variables are used in the model. They are:

Volunteer role: As seen in Table 1.1, there are four categories of roles for volunteers at the study festival. In research by Houle, Sagarin, and Kaplan (2005), future research suggestions included relating VFI motivation scores to task selection for volunteers in the festival and event industry as it relates to satisfaction and future intentions. For this study, volunteer roles were grouped into roles that included direct interaction with attendees (Patron Services & Kids) and those that did not (Environmental & Access).

Table 1.1

Volunteer Categories and Roles at Study Festival

Patron Services	Kids	Environmental	Access
Volunteer HQ Backup Greeters Info/Lost & Found Program Distribution Chair Check	Tag a Kid Kids Activities	R&R centers/mobile Green Team Aqua Team	Access Center Viewing Platforms

Years of volunteering at study site: Research has shown that differences in prior volunteer experience may make a difference in future volunteer intentions (Ralston, Lumsdon, & Downward, 2005). In the study by Ralston et al. (2005), respondents were segmented into those who had previous volunteer experience and those who did not. This study will operationalize this variable identically, splitting ACL volunteers into first-time ACL volunteers and returning ACL volunteers. Although no significant differences were found in Ralston et al. (2005), the authors did call for research to be completed in additional festival and event contexts.

Age: Research from Strigas & Jackson (2003) examined demographics and motivations in sport volunteerism at a marathon in Tallahassee, Florida. The discussion included a call for examining the role of age in differences associated in continuing to volunteer. A similar call which related to motivation related to age was made by Pauline & Pauline (2009).

Education Level: Previous research on volunteers at a Norwegian Jazz Festival used education as a variable in multiple regression and found that there was low correlation between education and intent to return of volunteers. It has been included in this analysis as a potential moderating variable due to the model in this study being analyzed through a structural equation approach instead of a multiple regression approach. As such, groups will be split between those who

have a college degree and those who do not to roughly reflect a mean split in education. This technique has been used in moderation analysis in the tourism literature previously (i.e. Yang, Gu, & Cen, 2011). This strategy allows examination of this variable in reference to self-concept theory to determine if education level is a moderator in the paths that include self-image congruency.

Hypothesis 1 (H1): Age, volunteer role, years of volunteering, and education level of volunteers at the study festival moderate the relationship between Volunteer Motivation and Satisfaction. The moderating variables enhance the strength and magnitude of the positive relationship between Volunteer Motivation and Satisfaction.

Hypothesis 1a: Age moderates the relationship between Volunteer Motivation and Satisfaction

Hypothesis 1b: Volunteer role moderates the relationship between Volunteer Motivation and Satisfaction

Hypothesis 1c: Years of volunteering at the study festival moderates the Relationship between Volunteer Motivation and Satisfaction

Hypothesis 1d: Education level of volunteers at the study festival moderates the Relationship between Volunteer Motivation and Satisfaction

Hypothesis 2 (H2): Age, volunteer role, years of volunteering, and education level of volunteers at the study festival moderate the relationship between Volunteer Motivation and Intent to Return. The moderating variables enhance the strength and magnitude of the relationship between Volunteer Motivation and Intent to Return.

Hypothesis 2a: Age moderates the relationship between Volunteer Motivation and Intent to Return

Hypothesis 2b: Volunteer role moderates the relationship between Volunteer Motivation and Intent to Return

Hypothesis 2c: Years of volunteering at the study festival moderates the relationship between Volunteer Motivation and Intent to Return

Hypothesis 2d: Education level of volunteers at the study festival moderates the relationship between Volunteer Motivation and Intent to Return

Hypothesis 3 (H3): Age, volunteer role, years of volunteering, and education level of volunteers at the study festival moderate the relationship between Satisfaction and Intent to Return. The moderating variables enhance the strength and magnitude of the positive relationship between Satisfaction and Intent to Return.

Hypothesis 3a: Age moderates the relationship between Satisfaction and Intent to Return

Hypothesis 3b: Volunteer role moderates the relationship between
Satisfaction and Intent to Return

Hypothesis 3c: Years of volunteering at the study festival moderates the
relationship between Satisfaction and Intent to Return

Hypothesis 3d: Education level of volunteers at the study festival
moderates the relationship between Satisfaction and Intent to
Return

Hypothesis 4 (H4): Age, volunteer role, years of volunteering, and education level
of volunteers at the study festival moderate the relationship between Self-Image
Congruency and Volunteer Motivation. The moderating variables enhance the
strength and magnitude of the positive relationship between Self-Image
Congruency and Volunteer Motivation.

Hypothesis 4a: Age moderates the relationship between Self-Image
Congruency and Volunteer Motivation

Hypothesis 4b: Volunteer role moderates the relationship between Self-
Image Congruency and Volunteer Motivation

Hypothesis 4c: Years of volunteering at the study festival moderates the
relationship between Self-Image Congruency and Volunteer
Motivation

Hypothesis 4d: Education level of volunteers moderates the relationship
between Self-Image Congruency and Volunteer Motivation

Hypothesis 5 (H5): Age, volunteer role, years of volunteering, and education level of volunteers at the study festival moderate the relationship between Self-Image Congruency and Satisfaction. The moderating variables enhance the strength and magnitude of the positive relationship between Self-Image Congruency and Satisfaction.

Hypothesis 5a: Age moderates the relationship between Self-Image Congruency and Satisfaction

Hypothesis 5b: Volunteer role moderates the relationship between Self-Image Congruency and Satisfaction

Hypothesis 5c: Years of volunteering at the study festival moderates the relationship between Self-Image Congruency and Satisfaction

Hypothesis 5d: Education level of volunteers moderates the relationship between Self-Image Congruency and Satisfaction

Hypothesis 6 (H6): Age, volunteer role, years of volunteering, and education level of volunteers at the study festival moderate the relationship between Self-Image Congruency and Intent to Return. The moderating variables enhance the strength and magnitude of the positive relationship between Self-Image Congruency and Intent to Return.

Hypothesis 6a: Age moderates the relationship between Self-Image Congruency and Intent to Return

Hypothesis 6b: Volunteer role moderates the relationship between Self-

Image Congruency and Intent to Return

Hypothesis 6c: Years volunteering at the study festival moderates the relationship between Self-Image Congruency and Intent to Return

Hypothesis 6d: Education level of volunteers at the study festival moderates the relationship between Self-Image Congruency and Intent to Return

RQ3: What segments of music festival volunteers exist based on the four factors of self-image congruency seen in Sirgy (1982a) and Sirgy et al., (1997)? If so, what differences among clusters within Volunteer Motivation, Satisfaction, and Intent to Return as a volunteer at the study festival exist? As a whole, it is hypothesized that clusters will demonstrate variable levels of altruism amongst music festival volunteers. Volunteers with higher scores in self-image congruency will have higher scores in motivation, satisfaction, and intent to return while having lower scores in benefit importance.

Hypothesis 1 (H1): Music festival volunteers can be segmented based on self-image congruency. The cluster solution will demonstrate that there are separate segments of music festival volunteers that have a different set of characteristics in terms of self-image congruency.

Hypothesis 2 (H2): There are significantly different levels of Motivation across the segments of volunteers at the study festival. All six factors from the Volunteer Function Inventory from Clary et al. (1998) will be compared across segments.

Hypothesis 3 (H3): There are significantly different levels of Satisfaction across the segments of volunteers at the study festival.

Hypothesis 4 (H4): There are significantly different levels of Intent to Return across the segments of volunteers at the study festival.

Research Contributions

This study is significant for a multitude of reasons. Most importantly, little research has been done related to any aspect of large-scale music festivals in the United States. Obtaining access to these mega events is one speculative reason behind this lack of research. Additionally, as the festival and event industry continues to grow while budgets are constrained, the importance of volunteers to these festivals will continue growing. Obtaining an improved understanding of volunteers allows this ‘free’ source of labor and potential marketing ‘tool’ to contribute to event success. Although volunteers have been examined previously in the context of motivation, satisfaction and behavioral intent, this study adds a theoretical backing through self-concept theory. This was done using a type of festival that has not been well studied. Therefore, the body of literature is expanded conceptually, theoretically, and operationally. From an industry perspective, this research allows music festivals to better understand their volunteers and create

marketing campaigns that will more effectively target, recruit, select, and retain satisfied volunteers.

Definition of Terms

Self-concept Theory

Also called self-congruity theory. Based on the relationship between a person's self-image and their behavior. The theory asserts that consumers prefer products that they associate with a set of images from which they see themselves (Sirgy, 1982a). See Self-image Congruency.

Self-image Congruency

Also called self-congruity. Occurs when a consumer perceives a product's image to be congruent to the image they associate with themselves, resulting in likelihood of purchasing said product. Defined by Sirgy & Su (2000) as the match between a brand image and an individual's self-concept.

Self-concept

Also called self-congruity when referencing a comparison with a product's image. Defined as the "totality of the individual's thoughts and feelings having reference to himself as an object" (Rosenberg, 1979, p.7).

Music Festival

A unique special event with a broad appeal consisting of multiple music acts performing. Particularly distinctive due to music being an integral part of culture. Often has more than one stage and offers other attractions within the festival grounds (Bowen & Daniels, 2005).

Music Festival Volunteers

Persons who work in a variety of roles across festival grounds on which a music festival occurs. Most often, these people give time before, during or after a festival in exchange for some form of benefits. These benefits sometimes include free admission to the music festival, t-shirts, and meals (Holmes & Smith, 2009).

Organization

The remainder of this dissertation consists of six additional chapters. Chapter Two contains a review of the pertinent literature related to this research. It is split into three sections: festivals and events, volunteerism, and self-concept theory. Each section examines the relationship between that concept and the variety of concepts associated with music festival volunteers.

Chapter Three contains the methods for completing this research. This chapter is split into five sections. The first section presents the study site for this research. The second section describes the data collection technique. The third section describes the

survey instrument. The fourth section describes in detail the measurements in each aspect of the survey. The final section describes the data analysis techniques that will be used once the data has been collected.

The Fourth, Fifth, and Sixth chapters consist of the three academic articles written from this research. The first focuses on the role of self-image congruency on the previous model of understanding volunteers using Structural Equation Modeling. The second article, or fifth chapter, examines the role of moderating variables on this new model. The third article, or sixth chapter, creates a segmentation of volunteers at the study festival, giving a detailed segmentation of three types of volunteers. The seventh and final chapter provides a conclusion to this dissertation and a summary of findings

The final portion of this dissertation contains appendices and references. There are five appendices. Appendix A contains the IRB letter associated with the work by Bachman (2014a, in-review). Appendix B contains the IRB-approved front page to the Qualtrics survey in Appendix A which was slightly modified for use in the dissertation study. Appendix C contains the information packet available to perspective ACL volunteers. Appendix D contains the information packet available for potential new volunteers to the ACL program. Appendix E contains the survey administered to ACL volunteers. The reference selection contains a total of 231 references.

CHAPTER TWO

LITERATURE REVIEW

The second chapter contains a comprehensive review of the literature related to research in three primary areas: festivals and events, volunteerism, and self-concept theory. Each section looks at academic research that is related to music festival volunteers. These aspects include, but are not limited to, tourism, the festival and event industry, self-concept theory, marketing, volunteerism, and motivation.

Festivals & Events

Events

Event studies has been defined as “the study of all planned events, with particular reference to the nature of the event experience and meanings attached to event and event experience” (Getz, 2007). Historically, events were not considered a separate area of study in tourism as far back as the 1980s. Research has shown that only 4 event-related research articles in the 1970s were published in the *Annals of Tourism Research* and the *Journal of Travel Research* combined (Formica, 1998). The founding of *Festival Management & Event Tourism* (now *Event Management*) in 1993 started the discourse in event studies. As a whole, event studies did not take off until the mid-to-late-1990s (Getz, 2012) and event tourism studies are in their early stages (Getz, 2008).

In Getz’s 1991 book “Festivals, Special Events, and Tourism”, it was mentioned that festivals and special events were part of a new “alternative tourism” where impacts were minimalized, development was sustainable, and host-guest relations were more positive. Later that decade, as event studies was in its beginnings, an article in the

Harvard Business Review was entitled: “The Experience Economy” (Pine & Gilmore, 1998). Pine & Gilmore discussed a shift in consumer preference from tangible consumption to intangible consumption. Normal consumption and experience were being left behind and events were the new wave of consumer preference. Going to a restaurant is enjoyable, but going to a food festival is much more satisfying.

From a business standpoint, managing consumer experience, feeling, and memory associated with events became more critical (Preston, 2012). From a socio-cultural standpoint, consumers wanted a transformative experience through a variety of events. The evolution of our society, with more people spread out over more space lent itself to creating ‘meetings’ of similar people at festivals and events to create an environment where a sense of belonging and camaraderie with like-minded individuals could occur.

Festivals

A festival is “a means by which culture can be celebrated, preserved, and represented in a public forum before an audience” (Abramson & Haskell, 2006). Unlike other forms of consumer consumption, festivals are unique in that they are public celebrations centered around broad themes such as music (Getz, 1991). A festival theme indicates the genre of activities to be offered and is the main attractor for attendees (Abramson & Haskell, 2006). They are also unique because festivals are consumed socially, generally with other people who share similar interests. They are also consumed outside the normal environment of everyday life and play a unique role in the characterization of a community. This is similar to the claim by Allen, O’Toole,

McDonnell and Harris (2002) that festivals are vital expressions of human activity, contributing to lives both socially and culturally.

Why do festivals then exist? Fundamentally, humans have a need for economic and social exchanges (Getz, 2012). Planned events help satisfy this need and are one of the key building blocks of society through their symbolic meanings. Through time, they have also been used as vehicles for change in public, corporate, and industry business. Festivals help preserve culture and history and provide recreation and leisure (Long & Perdue, 1990). The cultural element of festivals offers opportunities for education which leads to understanding and tolerance of other cultures. The recreation and leisure element of festivals allows for socialization, escape from norms, and affirmation of the nature of self (Douglas & Derrett, 2001). Getz (1997, p.4) concurs with this as he sees festivals as “an opportunity for a leisure, social and cultural experience outside the normal range of choices or beyond everyday experience.”

The recent growth of festivals and events (quantity, cost, impacts) has been caused by urban and economic development, social and community integration, and increased participation in health lifestyles, environmentalism, and arts. Despite the economic recession, long term trends have pointed toward greater demand for entertainment, especially in the form of festivals (Britain for Events, 2011). The festival market will significantly grow in the future, and the number of jobs for event and conference planners has increased in recent years and is only projected to continue to increase (Job Futures Quebec, 2011). Seasonally, the event industry continues to see growth, most recently over the Christmas quarter in 2013 (Parry, 2013).

Mega-events take these trends further, as they continue to be politically motivated and contribute to region and even country branding (Getz, 2012). If executed well, festivals can focus on specific markets that give a place a competitive advantage and assist in accomplishing social, economic and environmental goals (Getz, 1997).

Festivals as Tourism

Since the early 20th century, the festival and event industry has seen rapid international growth (Yeoman, Robertson, Ali-Knight, Drummond, & McMahon-Beattie, 2003). Festivals and events are “Probably the fastest growing form of visitor activity...” (Gunn, 1982). Are festivals a tourist attraction? First, attractions motivate people to leave their normal surroundings. Since people who attend festivals must leave their normal surroundings to attend, festivals are attractions (Hackbert, 2009). Crompton & McKay (1997) believe attraction to a festival is a quest to obtain cultural enrichment, education, novelty and socialization.

Pearce (1991) defines a tourist attraction as “a named site with a specific human or natural feature which is the focus of visitor and management attention”. Due to their impact on visitation, other researchers (McKercher, Sze Mei, & Tse, 2008) would also agree.

From a theoretical standpoint, tourism attraction theory states that the more powerful the attraction, the more effective it will be in drawing and retaining visitors at a destination. Less powerful attractions might offer secondary activities, but will not powerfully attract or retain volunteers. Since primary attractions require a higher level of cognitive decision-making, they are a major motivation for making a travel decision.

Festivals and events differentiate themselves from other tourist attractions due to their innate nature of being unique, especially when compared to other 'static' attractions. The importance of festivals and events has increased as a result of both the increased status of festivals as primary attractions and the benefits and impacts they have on local communities. These benefits and impacts are similar in magnitude to other forms of tourism (Getz, 1991).

Festivals, as well as performing arts, have become a tourism phenomenon throughout the world (Getz, 1991). In the last few decades this phenomenon has been one of the fastest growing segments of the leisure industry worldwide. The increase in both popularity and attendance at festivals is due to many factors.

Festivals allow an exploration of one's sense of self. They are a means for self-expression and a way to mold a form of personal identity (Belk, 1988; J. Lee et al., 2009). The sense of place created by a festival is intertwined with one's sense of self (Sack, 1997). Attendees can escape the realities of normal existence and experience a more authentic sense of self. For international tourists, festivals and events provide a chance to experience authentic cultural elements of a new destination that they otherwise would not have the opportunity to explore. They are able to meet locals and be an active participant in the local culture (Getz, 1989). Since tourists are not comfortable with their role as a tourist (Prebensen, Larsen, & Abelsen, 2003), festivals provide an opportunity to get away from that role and immerse themselves in culture without the tourist label.

However, interactions between tourists and locals are not always positive. Often tourists negatively impact tourists through the commoditization of the local culture

(Smith, 1978). The proper balance can be a difficult one for destinations to strike. Good public relations and great support from the community are vital for festival and event success (Getz, 1991).

On the supply side, factors such as tourism development and city repositioning have facilitated festival growth. Festivals and events allow places to expand the tourism season by providing an attraction during an ‘off’ or ‘shoulder’ season. The increased exposure and revenue through festivals and events is an increasing way for destinations to increase income through tourism.

On the demand side, the desire for authentic experiences (MacCannell, 1973), socialization needs, and cultural exploration have created the need for festival development. Together, the demand and supply sides have created the ‘perfect storm’ to fuel growth of this segment of tourism. According to Richards (2001), the addition of creativity as a positioning element has been a logical progression for cities following the directive of using culture as a way to redevelop and attract visitors. As such, that combination of creativity and culture further explains the continued growth and popularity of cultural events such as festivals.

Economically, festivals are increasingly been looked at as an opportunity to propel economic development as a result of tourism (Gration et al., 2011). Both small and large communities are entering the market with new and expanded festivals. The income and short-term jobs that are created by festivals and the long-term increased visitation and infrastructure investment are all seen as strong benefits (Dwyer, Mellor, Mistilis, & Mules, 2000).

Motivation

From the broadest standpoint, knowing what turns consumers on or off is essential to understanding motivation and behavior (Crompton, 1979; Dann, 1981; Murphy et al., 2007a). That knowledge is certainly applicable to the festival and event tourism world.

From a theoretical standpoint, the research in this area has been mostly conducted from a travel motivation research framework (Backman, Backman, Uysal, & Sunshine, 1995; Getz, 1991; Nicholson & Pearce, 2001). From a conceptual point of view, both concepts of seeking escape and push-pull have been used; both are suitable conceptual perspectives from which to study event motivation (Crompton & McKay, 1997).

According to Getz (1991), the connection between the social and psychological needs of tourists and their motivation to participate in events provides the foundation for research on festival and event motivation. Getz also linked Maslow's hierarchy of human needs (Maslow, 1954) to the generic travel motivations of tourists. Taking it a step further, he linked it to the benefits of festivals and events by stating that the needs and travel motivations that tourists have may be fulfilled by participating in festivals and events. While traveling, festivals are one way from which one's social and psychological needs can be met.

One of the first studies dealing with motivation for event participants was done by Ralston and Crompton (Ralston & Crompton, 1988, in Getz, 1991). From this research, forty-eight motivational statements were developed using a five-point Likert scale. The results showed no specific market segments and the authors concluded that motivations

were generic across all groups. The jump-off point for event motivation came from two papers examining events in South Carolina (Mohr, 1993; Uysal, Gahan, & Martin, 1993) in the first issue of “Festival Management & Event Tourism”.

The research by Mohr et al. (1993) found motivations to be a function of visitor types (number of times a person has attended that specific festival as well as number of times attending any festival) at a hot air balloon festival. No statistically significant differences were found in motivation across demographics.

The research by Uysal et al. (1993) found similar results using a South Carolina corn festival as a case study. Motivations were reduced from 24 motivations down to five factors. Again, no significant differences in motivation across demographics were found. Later research from Backman et al. (1995) did find differences in motivations across ages, marital status, and income. This demonstrated the heterogeneous nature of event attendee motivation and the need for further segmentation research.

Further justification came from Crompton & McKay (1997) who claimed that there are three interrelated reasons that show the importance of event motivation research (Crompton & McKay, 1997). Event motivation research is important because it is a key to designing better products and services, is closely linked to satisfaction, and is a vital element to understanding the decision making process of visitors. As the quantity and diversity of events continue to grow, heightened competition will enhance the justification behind event motivation research. Due to the nature of festivals and events to be both recreation and tourism combined, research must determine what potential

common motivations might be behind attending any event and the differing motivations that might exist for attending one event over another.

The next landmark research in event motivation came from Nicholson and Pearce (2001). They disagreed with the ad hoc nature of previous studies on event motivation and felt the need for “a more systematic and comprehensive approach to the analysis and motivations of event-goers.” They advocated a research approach that lent itself to results that could be more generalized for event tourism as a whole. As such, their research examined multiple events. They chose a diverse group of four New Zealand festivals for their research: two food and beverage festivals, an air show, and a country and music festival. The goal was to find event-specific motivations using a comparative approach. They also were the first to use an open-ended (qualitative) approach in addition to Likert scale items. The results showed more complex motivations across events than had previously been found.

Although no common motivational scale has yet to be established, the consistency and practicality of the framework of event motivation research has been well founded (Li & Petrick, 2006). However, theoretical building in this area has been lacking, as few efforts in theoretical conceptualization has been made.

Marketing & Market Segmentation

Another important stream of research in festival and event tourism has been in marketing. At the macro level, a festival’s success depends on the success of its marketing (Y. Lee et al., 2008). Festivals and events are unique because of their dual nature. First, they are tourist attractions that use marketing techniques to draw attendees

to the event itself. Without successful attendance, a festival will not be successful. Second, festivals and events as a singular entity are a marketing technique to attract visitors to the area in which the festival or event is occurring. They can enliven a locale and provide positive recognition for the area not only during the event itself, but for the rest of the year as well (Andersson & Getz, 2008). As such, it is important to link relevant marketing research to festivals and events.

The need for marketing in festival and events is well founded. Holistically, marketing builds relationships with all stakeholders (Getz, 1997). The images and feelings portrayed by marketing materials create connections with prospective attendees, sponsors, and the host community. The ‘festival personality’ that is created by marketing campaigns is similar to concepts of brand personality in more traditional products (Phau & Lau, 2001). Consumer decision-making naturally follows this link, as people will choose festivals with similar personalities to themselves just like they choose products that have personality congruence.

In order to understand what ‘festival personality’ to portray in order to gain congruence, it is vital to understand the personality and perceptions of a festival or event’s target market. Understanding that self-perception allows more effective promotion and helps ensure success and sustainability of festivals (d’Astous, Colbert, & d’Astous, 2006). Given the dual role of some festival attendees as both a “festivalgoer” and “tourist” (Getz, 2005), understanding self-concept and personality allows for a better understanding of both motivation and behavior patterns (Gration et al., 2011) . Once this

step has been made, the next step is to determine how to market to festival and event consumers.

Research has shown empirically that marketing to festival attendees as tourists creates a negative reaction due to their characterization of ‘tourist’ as a negative label (Gration et al., 2011). Given the heterogeneous nature of this industry, much research has shown that festivals require more individualization in marketing messages (Andersson & Getz, 2008; Foley & Mcpherson, 2007; Pearce, 2005; Quinn, 2006; Reid & Arcodia, 2002).

As a result, Destination Marketing Organizations (DMOs) who use ‘standardized tourist marketing messages’ will be unsuccessful in attracting tourists to festivals and events. These organizations must understand festival consumers’ self-concept and perceptions in order to craft a marketing campaign that will be successful. In order to stay current with effective marketing practices, marketers must adopt consumer-related technology such as social media as part of their marketing campaigns (Gillin, 2008). Combined with the trend of the shift in contemporary marketing from solely attracting new customers toward creating long term relationships (MacMillan, Money, Money, & Downing, 2005), and there is plenty for festival and event marketers to consider in order to be effective in promoting and attracting first-time and repeat attendees.

Music Festivals

Before reviewing the concept of music festivals, it is important to first review music in the context of tourism. According to Gibson & Conell (2005), “Music festivals are in the broadest sense the oldest and most common form of tourism.” Consequently,

some historical overlap between music tourism and music festivals exists. At the beginning of tourism in the mid-17th century, music did not play an integral role in the Grand Tour (C. Gibson & Conell, 2005). Centuries later as the concept of ‘spa’ tourism developed, music began seeping into the role of tourism. Initially, musical performances and infrastructure played a supplemental role in a person’s tourism experience. However, the popularity of music steadily increased, music had its most prominent role in England’s ‘spa tourism’ between 1880 and 1950 (Young, 1968). In the rest of Europe, 19th century tourists visited theaters, attended ballets, and heard military bands play. Music finally had a role in tourism, although it was still a small one.

Seaside resorts were still the most popular form of tourism until the mid-20th century. The combination of the post-war era and the development of transportation technology increased the pool of people who could become tourists. As such, mass tourism ensued, as did the need for increased segmentation in tourism. This segmentation into cultural and heritage tourism created a dramatic increase in festivals and in music as forms of tourism. However, an important differentiating factor of music tourism compared to other forms of arts and heritage tourism is in the ‘elitist’ status for arts and heritage tourism. Arts and heritage tourism is often thought of as a form of tourism that only the wealthy can afford to consumer (Gibson & Conell, 2005). However, music tourism is more available to the masses. It is difficult to define a music tourist, as the variety of experiences, consumers, and locations varies far too great to define a music tourist singularly.

This translates over to music festivals, as there are a wide variety of music festivals across genres, places, length of time, and activities offered. As a primary tourism activity, the last thirty years of the 20th century has seen great growth. A primary driver of this growth toward the late 1960s was the shift between music festivals as community events to music festivals as commercial events (C. Gibson & Conell, 2005). At present, music festivals remain a primarily commercial enterprise, although some community-based festivals continue to occur.

When considering the recent global financial crisis, it might seem curious as to why music festivals (mostly) continue to grow and succeed. In 2008, the majority of money made by the music industry shifted from recorded music to live music. Live Nation, one of the biggest companies in the music industry and one of the largest concert and festival organizers in the world, showed no slowdown in business following the economic downturn (Live Nation, 4th Quarter results 2008, press release, 2 March 2009). Since then, music festivals have continued to gain market share in the music industry.

Today's music festivals are unique special events. They attract people for many reasons. Attendees can hear and participate in music in a more active form than in other settings such as concerts or studio recordings. Often there is not one specific talent, but rather a plethora of offerings for attendees (Bowen & Daniels, 2005). Beyond the actual music at the festival, additional activities and diversions are offered. Contemporary music festivals are mostly multi-day affairs and many festivals are structured so that attendees camp on site, further adding to the intimate and interactive nature of today's music festival (Packer & Ballantyne, 2010; Snell, 2005). The ability for attendees to get 'up

close and personal' with musical artists as well as socially interact with other attendees more frequently and in an emotionally deeper fashion is of great appeal (Packer & Ballantyne, 2010). That emotional connection creates a strong sense of community with a sense of culture stronger than otherwise created within the music industry (Gibson & Conell, 2005).

Music festivals are specifically unique in the festival and events realm due to music being a vital part of culture and society and one that crosses over geo-political lines and languages. Simply put: "music is often presented as a universal and universalizing art form, transcending social and cultural fault lines, appreciated if not understood by all" (Waterman, 1998, p.256).

Another reason for the growth of music festivals can be seen from the supply side. Increased amounts of disposable income and time dedicated to vacations have occurred during most of this growth period (Frey, 1994). Similar to the festival and event industry as a whole, music festivals have been a mechanism from which communities and regions can develop image and appeal as well as improve recreation opportunities. Unique to the music tourism industry is the concept that music tourism is used to increase other forms of tourism. Through music, locations such as Nashville and New Orleans have had forms of tourism such as convention, sporting event, and culinary tourism grow as a result of a burgeoning music tourism market (Gibson & Conell, 2005).

Research on the phenomenon of music festivals is still young. However, continued growth and interest in the subject has recently been seen in the academic arena as more recent research has gone beyond demographics and economic impacts and have

progressed to topics such as volunteerism (Love, Sherman, & Olding, 2012), the role of music festivals in young people's social and psychological well-being (Packer & Ballantyne, 2010), emergency health care and medicine (McQueen & Davies, 2012), and drug usage (Hesse, Tutenges, & Schlieuwe, 2010; Lai et al., 2013; Martinus, McAlaney, McLaughlin, & Smith, 2010).

Volunteerism

The term 'volunteer' was coined around 1600 with a French and military connotation describing someone who offered himself for military service. In the United States, the word is often associated with the nickname of the state of Tennessee: "The Volunteer State". That nickname was earned during the War of 1812 as a result of the role of volunteer soldiers from Tennessee in that war (Kanon, 2008).

Since then, the popular definition of volunteering has certainly changed. Today, volunteering can be defined as: "any activity which involves spending time, unpaid, doing something that aims to benefit (individuals or groups) other than or in addition to, close relatives, or the benefit of the environment" (Institute of Volunteering Research, 2002).

From the standpoint of human service agencies, trends in the 1980s pointed to upcoming constraints in budgets in the following decade. As needs increased and resources decreased, the need for volunteers was apparent (Cnaan & Goldberg-Glen, 1991). As a whole, volunteering allows a company to maintain or improve current services while increasing the quantity and quality of future services while staying within budgetary constraints. It is also argued by Cnaan & Goldberg-Glen (1991) that the

institution of volunteerism continues to strengthen the democratic society in the United States. Volunteering encompasses many different types of activities and participation for society at every level, spanning across socio-economic status, age, race, and background (Elstad, 2003).

Volunteerism in today's society is widespread. In 1993, American adults volunteered 15.0 billion hours of their time (Hodgkinson, Weitzman, Abhrhams, Crutchfield, & Stevenson, 1996). The \$182 billion of time donated in that one year highlights one of the most important aspects of volunteerism: money. From a volunteer's standpoint, a large portion of a person's non-working time can be spent volunteering. Many other activities compete with volunteering for that time, and the willingness of a person to use their non-work time volunteering is noteworthy (H. Gibson, 2006; Hawes, 1977; Stebbins & Graham, 2004).

In 2012, the volunteer rate in the United States was 26.5%. 64.5 million people volunteered formally with an organization at least once (Bureau of Labor Statistics, 2012). Women volunteer more often than men across all ages, education levels and other major demographics with an overall percentage of 29.5 percent versus 23.2 percent for men. People between the ages of 35 and 44 are most likely to volunteer (31.6 percent), and no age range was below 18.9 percent. From a race and ethnicity standpoint, whites volunteered at the highest rate (27.8 percent) followed by blacks (21.1 percent), Asians (19.6 percent), and Hispanics (15.2 percent). Married people are more likely to volunteer than non-married people, and people with children hold a nearly 10-point gap over people without children (33.5 percent vs. 23.8 percent). The more educated a person is, the more

likely they are to volunteer. Those with a college education volunteer are two-and-a-half times more likely to be volunteers than someone with only a high school diploma, and they are nearly five times as likely as non-high school graduates to volunteer. By employment status, 29.1 percent of employed persons (33.4 percent full-time and 28.1 percent part-time) volunteered in 2012 compared to 23.8 percent of unemployed people and 22.4 percent of people not in the labor force.

From a human resource standpoint, the institution of volunteering has considerable implications. For organizations, volunteers do not receive wages, but do give some combination of labor, skills, experience and knowledge. Although positive from a budgetary standpoint, the power dynamic is different from that of the standard worker/company relationship (Monga, 2006). Normally, an employee is connected to their employer from a work-for-wage exchange of some type, either formal or informal (Baldamus, 1961). The agreement from volunteer to organization does not involve wages. Most often it focuses on intangible benefits that contribute to a satisfying volunteer experience (Monga, 2006). From a leadership standpoint, this power dynamic continues to exist, as leaders who are volunteers have no tangible stake in the organization compared to a paid staff with the same budgetary responsibilities (Clark & Wilson, 1961).

As a result of this changed dynamic, organizations focus heavily on volunteer commitment. Once an organization captures a volunteer for the first time, the next step is to understand what can make the volunteer a committed long-term volunteer to that organization (Mowday, Porter, & Steers, 1982). The long-term commitment of a

volunteer is often difficult to obtain and understand, but the rewards for an organization attaining this are significant. A high-return rate due to elevated commitment levels leads to a high amount of time and financial savings in areas such as volunteer training and marketing (Miller, Powell, & Seltzer, 1990).

However, the benefits of having volunteers are not only linked to economics for organizations. Volunteer leaders have been found to be more psychologically connected to other volunteers and to the organization compared to paid employees (Catano, Pond, & Kelloway, 2001). It is then crucial to study the factors behind volunteer commitment at all levels. Research by Catano et al. (2001) has shown that those factors are reliant to the setting and environment of a volunteer experience and should not be grouped together in any way. It is necessary to split up groups of volunteers and look at each one as different from another (Callow, 2004).

As a whole, volunteering is valuable for both the organization offering the volunteer opportunity and the person volunteering. The organizational value economically is widely recognized (Kearney, 2002). Societal factors associated with volunteering such as social inclusion, learning through the life cycle, healthy living, and living an active lifestyle provide plentiful benefits for volunteers and humanity collectively.

The enthusiasm and passion for volunteering paired with the societal factors of volunteering has also been seen in new research coming from the leisure field based on serious leisure (Bendle & Patterson, 2008; Stebbins, 2013). The concept of volunteering as unpaid work and as attractive leisure has just been introduced. According to Stebbins

(2013), leisure is an “un-coerced, intentionally-productive, altruistic activity people want to do and, using their abilities and resources, actually do in either a satisfying or a fulfilling way (or both)”. Stebbins makes a call for facilitating theoretical development in volunteerism and understanding unsuccessful and unproductive volunteer activity.

Volunteer Motivation

In order to discuss the motivations of volunteers, it is first necessary to understand motivation in general. From a psychological standpoint, the behavioristic approach examines the use of rewards or punishments and the properties of those following a certain behavior to predict whether or not the behavior itself will become habitual (Hastie & Dawes, 2010). In comparison, the functional approach, used by psychologists for over a century (e.g., Dewey, 1896; James, 1890) looks at how mental processes operate functionally and how they adapt to their environment.

The functional approach has been used in the volunteer literature extensively (e.g., Clary & Snyder, 1991; Clary et al., 1998; Clary, Snyder, & Ridge, 1992). One of the key assertions of the functional strategy is that people who execute the same actions can serve different psychological purposes depending on the individual. Multiple individuals can share the same attitudes and behavior, but the behavior itself can satiate different motivational function.

Psychologically, this approach has also been used to develop theories on attitude and persuasion. Research using this approach, for example, has explored a variety of motivational functions that are part of psychological attitude (Katz, 1960) and created useful techniques such as content analysis and the Attitudes Function Inventory (Herek,

1987), Functional analysis was defined by Clary & Snyder (1991) as “concerned with the reasons and purposes that underlie and generate psychological phenomena—the personal and social needs, plans, goals, and functions being served by people’s beliefs and their actions” (p.123). Using this approach, Clary et al. (1998) concluded that when benefits and motivations of volunteers were congruent, their level of satisfaction with the volunteer experience was elevated.

Early volunteer motivation research was completed outside of sports and events (Love et al., 2011). One of the early pioneering works was completed by Cnaan and Goldberg-Glen (1991). They studied volunteers in social service agencies in Philadelphia and Providence, Rhode Island. They concluded that volunteers do not act on a singular category of motives, and there are combinations of motivations that result in a rewarding volunteer experience. The motivations were calculated formulaically based on motivators such as altruism, social factors and egoism. It is important to note that the findings showed motivations that led to a rewarding experience spanned more than one category. Respondents in this study were not motivated by one specific motivational factor.

Seven years later, this finding was challenged by a study of volunteer motivation at the Canadian Women’s Curling Championship (Farrell et al., 1998). This study found motivations for volunteers were grouped into four categories: *purposive*, *solidary*, *external traditions* and *commitments*. The authors concluded that motivations for volunteers at events might be different compared to both non-events as well as compared to events of different types.

That claim by Farrell et al. (1998) was supported five years later with a study of volunteers at a marathon (Strigas & Jackson, 2003). In the 2003 study, volunteer motivations were grouped into five categories: *material, purposive, leisure, egoistic and external*. This was different from the Farrell et al. (1998) study and corroborated the claim that motivations for volunteers at different types of the events were not the same.

The most recent research on volunteer motivation has begun to examine elements of motivation based on associative and supportive elements (Monga, 2006; Treuren, 2009). These studies have found that the motivation for event volunteers is related to a desire to be associated with and supporting of a volunteering activity where a personal connection between volunteer and organization exists.

A look through selected early volunteer motivation research supports this claim. Research into a rose garden festival showed that the central motivations were from the associative-supportive mechanism. The two biggest factors found were a desire for the event to be successful and to be involved in their community through this activity. Volunteers were slightly motivated by the joy gained by being in the social activity of the festival with like-minded people (Ryan & Bates, 1995). Research done at the Whistler Men's World Cup of Skiing found similar results: promoting the town and helping to make the event a success were the highest motivators (Williams, 1995).

Many of the studies in volunteer motivation have also included a satisfaction element (Cnaan & Goldberg-Glen, 1991; Farrell et al., 1998; A. Love et al., 2011). Early studies such as Cnaan & Goldberg-Glen (1991) found an association between level of satisfaction and continuance commitment. If volunteers found the experience satisfying,

they would continue to volunteer. Farrell et al. (1998) found a link between volunteer satisfaction and consumer behavior. In consumer behavior, disconfirmation declares that satisfaction is created when there is a match between the rewards and costs of a purchase experience compared to the anticipated result of the purchase experience (Oliver, 1980). The anticipated result also included an element of previous satisfaction if the purchase in question was one previously made. According to Farrell et al. (1998), the concept of disconfirmation mirrors volunteer behavior: Volunteers will continue to volunteer if they are satisfied. As soon as their actual experience result is lower than their anticipated result, they will be dissatisfied and not volunteer again. The link between motivation and satisfaction continues to be researched in a variety of settings and has begun to grow in the festival and event literature.

Volunteers & Tourism

At the beginning of the twenty-first century, most research on volunteers in a tourism context has focused on two separate dimensions (Ralston et al., 2005). The first dimension has concentrated on tourism-related volunteering at Non-Governmental Organizations (NGOs). This research has looked at the role of this tourist in terms of social movements or as a consumer with a 'social conscience' (McGehee, 2002). Recent research has used expectancy theory (a travel experience will be viewed positively if it meets or exceeds expectations) to examine voluntourists for NGOs (Andereck & McGehee, 2012). Research determining motivations and perceived value of Hong Kong volunteer tourists, again with NGOs, found five main motives, three main valued

outcomes, and five factors influencing behavior intentions to be a volunteer tourist again (Lo & Lee, 2011).

As a result of increased popularity in volunteer tourism, the concept of voluntourists has garnered much attention in the last decade. Similar to tourism in general, agreeing upon a definition of what constitutes a ‘voluntourist’ has been challenging (Andereck & McGehee, 2012). One of the more broad definitions of volunteer tourist is “utilizing discretionary time and income to travel out of the sphere of regular activity to assist others in need” (N. McGehee & Santos, 2005, p.760). Another definition of volunteer tourism is “those tourists who, for various reasons, volunteer in an organized way to undertake holidays that might involve aiding or alleviating the material poverty of some groups in society, the restoration of certain environments or research into aspects of society or environments” (Wearing, 2001, p.1). A third definition states that volunteer tourist is “a type of tourism experience where a tour operator offers travelers an opportunity to participate in an optional excursion that has a volunteer component, as well as a cultural exchange with local people” (Brown, 2005, p.480) .

Although all three definitions have tourism and volunteering as key elements, it is confusing to classify, for example, a music festival volunteer from hundreds of miles away as a volunteer, tourist or voluntourist. The concept of voluntourists in a festival context is a point for future research, as it has yet to be studied.

Are Festival Volunteers Tourists?

On the surface, festival volunteers might not be tourists. Certainly there would be little argument that attendees to festivals from outside of the host area are likely tourists.

It could be argued that volunteers of large-scale festivals from the host area could actually fit in the definition of tourism as: “the temporary movement of people to destinations outside of normal places of work and residence...” (Mathieson & Wall, 1982).

The current World Tourism Organization (WTO) definition of tourism states: “Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes.” It could be argued that volunteers at large-scale festivals are indeed tourists themselves even if they live in the city where the festival is conducted. The environment from which a festival is created often is open land that might be considered a ‘park’ or ‘farm’ at other times of the year. However, that area temporarily transforms into a staged environment that holds tens of thousands of people with infrastructure that only exists during the festival.

Volunteers at the festival from the host area (similar to attendees that live in the host area), meet the definitional aspect of “displacement outside of their normal environment.” They also satisfy the “purpose of trip” and the WTO “duration” requirement since there is no minimum duration of stay to be considered a tourist in the current definition. It is important to note that the definition of tourism, according to the WTO, has changed throughout the last few decades. The 1981 WTO definition included a time requirement of at least one night and not less than 24 hours of time away from home. There was also a requirement to travel to a “different place” as well. Clearly festival volunteers or attendees from the host area in this case would not be classified as

tourists. The goal here is not to debate about whether or not hometown festival volunteers are tourists, but rather to understand that these are a unique subset of people who, regardless of whether or not are ‘tourists’, have a significant impact on large scale mega-festivals which host tens of thousands of out-of-town attendees who inarguably are tourists. With respect to whether or not the volunteers in this study can be considered voluntourists, they certainly do not fit into the definition of a voluntourism as “the aiding or alleviating the material poverty of some groups in society” (Wearing, 2001, p.1) or “the regular activity to assist others in need” (McGehee & Santos, 2005, p.760).

Festival & Event Volunteers

The second dimension on which volunteer research has focused concerns connections between volunteers and their role in the operation of festival and event management. Research in this area has focused on large-scale international and regional sporting events with little examination of other dimensions of the festival and event industry (e.g., Farrell et al., 1998; Hollway, 2001; Love & Hardin, 2011; MacLean & Hamm, 2007; Pauline & Pauline, 2009; Ralston et al., 2005; Strigas & Jackson, 2003; Williams, 1995).

Volunteers play a critical role in festival and event management. From a broad standpoint, volunteers are essential to the economic success, visitor satisfaction and development of community support for events (Getz, 1991; Hollway, 2001; Waite, 2003). A majority events are dependent on volunteers to run effectively (Elstad, 2003). The cost to run events is a hefty one proportionate to the scale and complexity of each event. As a result, cost reduction is of paramount importance to event managers, and volunteers play

a vital role and resource for most events (Monga, 2006). Their role is so important that they have been called the “Hidden Workforce” (Kemp, 2002, p.109) and the “Third Force of Events Tourism” (Ralston et al., 2005, p.504). By being enthusiastic, passionate, and interested in an event, volunteers have direct impacts on the experience of visitors (Holmes & Smith, 2009). For destinations that use festivals and events to be a more attractive place, volunteer support is a critical element (Getz et al., 2007).

Research in event literature has discussed the importance of the volunteer’s role during an event. Volunteers perform a variety of tasks before, during and after special events. The importance of a volunteer is magnified if the role requires specialized knowledge or training. In this case, having high volunteer turnover is detrimental to the sustainability of a special event due to both the cost and time of recruiting and training a new volunteer for that role as well as a social cost stemming from a dissatisfied volunteer (Monga, 2006). As such, event organizers must be aware of volunteer responsibilities and create suitable matches between volunteer ability and interest and task assignment. If the match is not positive, the volunteer will not have a satisfying experience and the festival will suffer from a lack of productivity during that event and then again in replacing the volunteer for the next installment of that event (Henderson, 1990; Tedrick, 1990; Williams, 1995).

Recent research has examined impacts of volunteers outside of the immediate role they have in festival operation as well. Using stakeholder theory, volunteer tourism, and literature on storytelling, research has demonstrated the impact volunteers can have in

destination-based storytelling through inclusion, dissemination of local knowledge, and enthusiasm and passion for the local area (Olsson et al., 2013).

The combination of motivation, festivals and events, volunteerism, and a college-aged population has recently been studied (Wakelin, 2013). The study found nine different motivational categories and split motivations for event volunteering for college students into three categories: altruism, semi-altruism, and reciprocal. This is consistent with the claim that motivations are very context specific across the festival and event industry (Farrell et al., 1998). This also is consistent with other studies that have demonstrated that free tickets and other tangible benefits are among the least motivating factors for students (Elstad, 2003). Research of volunteers at the Star Choice World Junior Curling Tournament (Twynam, Farrell, & Johnston, 2002) examined links between special events and volunteering as a leisure activity in the context of the work/leisure continuum.

Research on volunteers at music-based festivals has been scarce. The study by Elstad (2003) examining volunteers at a large-scale jazz festival in Norway is one of the few studies in this area. Recent research examining volunteer retention at film and music festivals in the southwest United States also contributes to the literature, although of the three study festivals, two of them were centered on film only and the third festival was a combination of music and film (Love et al., 2012). As a whole, the body of literature lacks substantial music festival volunteer research.

Self-Concept Theory

The Beginning

Although Self-Concept Theory (SCT) is used in many fields today, the historical development of the theory is a curious one. It is important to note that historically, self-concept and self-congruency are used interchangeably at times. As the theory developed and became a more comparative concept, especially for application purposes, self-congruity became the more used terminology (although self-concept certainly is used within scholarship today). Two of the main branches where SCT originated and developed from were psychology and sociology. The timing of developments in both areas oddly coincide with each other, although the contextual basis for that development differs. Gaps in the timeline exist, and scholars have attempted to explain the reasoning behind this. Some scholars have pointed to paradigmatic constraints toward integrating SCT into the literature in both sociology and psychology (Rosenberg, 1989). It has been argued that the behaviorist paradigm in psychology and the social fascist and social behaviorist paradigms in sociology were incompatible with the premise of SCT through its early development. Today, self-concept is a critical element of individual cognition in psychology (Markus & Zajonc, 1985). In sociology, self-concept is “both a social product and social force” (Kaplan, 1986).

The psychology path began in 1890 with text describing the foundations of psychology. The longest chapter in this two volume work was entitled “The Consciousness of Self” (James, 1890). The rich content produced in this work provided

many testable propositions that are directly linked to what is now SCT. However, it was over fifty years until the concept was brought up again in research.

A similar story can be written on the sociological side. The idea of the ‘self’ was initially brought up as a ‘looking glass self that was a product of social interaction (Cooley, 1902). This work stated that society and self are twin born. In this case, over three decades passed before work on mind, self and society continued (Mead, 1934). Following Mead’s work in the 1930s, the first publication on self-concept in sociology did not occur until 1954. This work created the Twenty Statements Test (TST) to measure self-concept. The goal of the research was to measure self-attitudes in a standardized way (Kuhn & McPartland, 1954).

Around this time, phenomenology in psychology started to develop, and a place for self-concept was found. Confusion in theory within the psychology community due to dual frames of reference – objective and phenomenological – created conflict (Snygg & Combs, 1949; Snygg, 1941). There was also a shift occurring from an external to an internal reaction. The result was an exploration into phenomenology and the idea of individual experience and the descriptive processes that define that experience. That exploration included work that generated positive results toward a theory of self-consistency (Lecky, 1945). Lecky’s work explored personality as a system of ideas surrounding a nucleus that when put together created one’s ‘self.’

From a psychotherapy point-of-view, person-centered therapy was developed at this time (Rogers, 1951). This approach focused on developing client’s sense of self in an effort to recognize negative attitudes and behavior and how to turn them positive. Much

criticism still is made from behaviorists and psychoanalysis toward this method of therapy due to its lack of structure and development of conditional relationships (Prochaska & Norcross, 2007). It is no coincidence that this parallels the timing of Maslow's hierarchy of needs and the concept of self-actualization (Maslow, 1954). The explosion of research into the concepts of self-report and self-concept in the 1940s, 1950s and 1960s in psychology could be seen across the literature. A literature review conducted by Wylie (1961) found 463 articles researching these phenomena. In this literature, a wide array of measurement techniques and research designs were found.

Transition into Consumer Behavior

The academic community in consumer behavior was soon to follow. At the time the first research on measuring the linkage between self-image congruency and purchase was conducted, one of the most relevant questions in consumer behavior was why consumers prefer one specific product versus another when both products are nearly identical. Previous research had attempted to isolate personality as a factor in consumer decision making, but results were not totally successful. This led to the first published research using self-image as the center of the study. Using semantic differential, it was determined that a high degree of congruity existed between an owner and his or her vehicle (Birdwell, 1968). Birdwell suggested future research examine psychological, environmental and demographic variables in consumer choice.

Research at the time had also found an association between self-perception and the symbolic value of purchased goods (Grubb & Grathwohl, 1967). However, results were inconclusive. That research noted the lack of theoretical development and

application from a behavioral science perspective. Research focusing on self-image and consumer goods was widespread (F. Evans, 1968; Green, 1969; Hughes & Guerrero, 1971). Other researchers at the time also noted that quality research was lacking and much criticism was received (Kassarjian, 1971). Criticisms ranging from a lack of reliability and validity, ill-conceived adaptation of measurements, and poorly (or non-existent) executed development of hypothesis stood. These criticisms would not be silenced quickly, as nearly two decades later, similar criticisms were made by Malhotra (1988).

Theoretical Strengthening & Development

Development of SCT from a theoretical standpoint blossomed in large part due to work by M. Joseph Sirgy. His 1982 work reviewing SCT and research in consumer behavior laid the groundwork for rapid development (Sirgy, 1982a). Although Sirgy had done previous work linking product preference and purchase intention to self-concept by finding a link between product perception and self-perception (Sirgy, 1980), the theoretical examination done two years later had a greater effect on the academic community. It is important to note that self-completion theory - the notion that people become motivated to seek social recognition of an identity when that identity is threatened – was developed in the same year (Wicklund & Gollwitzer, 1982). This work branched off from SCT, but has similar elements of self-image and identity. This included the idea that people searched for things that were a symbol of themselves in order to find self-completion. Sirgy considered self-image congruency to be a function of the compatibility of self-image and product image. From a practical standpoint, “the

motivation to express their own self is often the driving force that prompts consumers to purchase goods and services” (Sirgy, 1982b). This was completed in conjunction with a literature review on research that linked self-image congruity and consumer behavior (Sirgy, 1982a). In declaring consumer self-concept research in an ‘infancy’ stage and stressing the importance of this research to applied social scientists, the call to action had been made. What resulted from it was a vast development.

Within Sirgy’s research in 1982, four aspects of self-image was created (Sirgy, 1982b). This included actual self-image, ideal self-image, social image and ideal social image. Actual self-image refers to the person that one actually is. Ideal self-image refers to the person one really wants to be. Social image is the way others perceive that person, and ideal social image is the image one wants others to see them as. Through these lenses, congruency to a product image can be determined.

Four years later, Sirgy produced a book proposing a more formal self-concept theory. Called “self-congruity theory,” its basis is self-concept along with personality, motivated social cognition and cybernetics (Sirgy, 1986). Within consumer psychology, this development assisted in the shift in decreasing the material on innovative cognitive research and increasing the themes of personality, the new product phase and self-image (Foxall, Goldsmith, & Brown, 1998). This line of research also found that people undertake activities which help develop their personality and self. Self-congruity theory was designed to provide a framework to useful for all social and behavioral scientists who wanted to further develop the theoretical frameworks of a theory believed to have

profound impacts to elements of applied social science. The relationship between self-congruity and functional congruity had many applications within consumer behavior.

Some of these applications included research demonstrating the need for retailers to create a store image congruent to that of their customers (Evans, 1989). That study indicated that for retail stores, a congruence to store image could occur in lieu of manufacturer loyalty. Other retail-based research examined social distance within social classes. Once other variables were controlled for, the social distance between images was influential in determining shopping frequency; simply put, people avoid retailers that are socially non-congruent (Dickson & MacLachlan, 1990). Additional research on store imaging such as that from Sirgy & Samli (1985) found similar results relating store image to consumer image.

Further research in consumer behavior looked at the direct and indirect effects of congruence of self-image in terms of brand loyalty (Kressmann et al., 2006). Results stated that congruity of self-image has a direct, positive effect on brand loyalty and an indirect, positive relationship with functional congruity, product involvement, and brand-relationship quality. This research further documented the importance of congruity on brand loyalty, but added the concept of brand relationship quality into the SCT literature.

Another application in consumer behavior was seen in purchase motivation and product choice. The relationship between ideal identity and product image in predicting likability of goods and purchase motivations was studied and confirmed (Sirgy, 1985). The study also found that the ideal self-product congruity can reduce the gap between a person's actual and ideal self. Similar research remonstrated that there are relationships

between who we are and what we have and do (Belk, 1988). The practical implication of this idea in the marketing arena was hefty.

A branch of related research in interaction came about in this time period as well. The question of why people choose to interact with people who see them as they see themselves was asked (Swann, 1992). Research examining the competing ideas of self-verification and positivity found that in fact, both ideas caused people to choose partners where congruency in both positive and negative self-image existed. Interaction in terms of behavior was also studied using a comparative approach of the Theory of Planned Behavior (TPB) and self-concept theory (Mannetti, Pierro, & Livi, 2004). Although the basis of this study was looking at the elements of TPB in the context of recycling patterns, authors' conclusions included finding an effect of self-image and the concept of prestige as factors in recycling behavior.

As the bank of literature progressed in SCT, commentary and perspective on the rapid development of the theory appeared. Another literature review conducted by Rosenberg (1989) examined the sequence of events that led to the (perceived) sluggish use of SCT in social science and consumer behavior. Reliability and validity of scales used in assessing congruity were still in question, as only one study as of 1988 had attempted to address the validity of the semantic differential scales (Malhotra, 1988). Other criticisms from Malhotra included poor methodology, ill-conceived conceptualization of self-concept and a failure to account for mediating variables. In an effort to address some of those criticisms, Malhotra (1988) used a semantic differential

scale to empirically test SCT. Although it was the most extensive at the time, results were mixed, as only 9 of 12 coefficients were found to be significant.

Other criticisms of the use of this developing in consumer behavior included irritation in advertising due to the derogation of the self-concept of consumers (Aaker & Bruzzone, 1985). Later research by Aaker also criticized the lack of development of a reliable scale to measure brand personality (Aaker, 1997). The scales that have been used were taken from personality psychology but not validated in a branding context (Kassarjian, 1971). In addition, the lack of clarity in the definition of brand personality and the neglect in assessing the role of brand personality in consumer attitudes exists. So does the understanding of how brands are used for the purpose of self-expression (Aaker, 1999). Paired with critics' views that there was an overall lack of empirical evidence that SCT is valid, there were still issues to address. The introduction of SCT into tourism and the theoretical developments from that research attempted to address some of these issues as well as find application use in tourism.

Introduction into the Tourism Literature

One of the first tracks of research in tourism that used self-image focused on how the self-image of locals can be negatively impacted by tourists through commoditization of the local culture (Greenwood & Smith, 1989). The second track was similar. It concentrated on the interaction of locals and tourists and the resulting development of new social identities and change in self-image (Smith, 1978).

Tourism literature before the introduction of SCT had resulted in knowledge that knowing what is a positive or negative attractor to a tourist is essential to understanding

motivation and behavior (Crompton, 1979; Dann, 1981). As such, SCT when applied to this could help understand what turned on a consumer from an imagery standpoint. From that aspect, the third track was initiated in 1992. Visitors to Norfolk, Virginia were asked to complete a mail survey after their trip. Questions included elements designed to gain knowledge about their satisfaction of the trip as well as how they saw themselves compared to 'typical' visitors to Norfolk. Results included a positive relationship between self-image congruency and satisfaction. Visitors who saw themselves as similar to the typical visitor were more satisfied (Chon, 1992). This study extended SCT from being used in consumer behavior for brand personality to also being used in tourism for destination 'personality.'

After Chon's published research in 1992, it took a few years for the application of SCT in tourism in this track to catch on. The next developmental research occurred in 2000. This research examined a consumer's self-concept in relation to tourism destination marketing and imagery. One of the publications created an integrative model that could explain how self-congruity effected travel behavior (Sirgy & Su, 2000). They detailed multiple factors that could determine both self-congruity and functional congruity. However, no empirical evidence in support of this model was made.

Notwithstanding, research using SCT in tourism was still occurring. Research by Todd (2001) questioned why SCT, a theory widely accepted in consumer behavior, had not gotten more use by tourism researchers. A model of self-concept was used in the study, which showed that self-concept could provide additional segmentation opportunities in the marketplace that can show tourist perceptions and predict tourist

behavior. This view is consistent with work from Dolnicar & Leisch (2003) who claim that market segmentation is one of the most powerful tools in tourism for marketing. Their research examined segmentation in the winter tourism market in Austria. Results showed multiple ‘vacation styles’ that would be useful knowledge in order to more effectively target consumer segments.

Similar results came from research examining New Mexico tourists. Four market segments with distinct images were created based on combinations of perceptions in amenities of a natural, cultural, recreational and climate nature. The segmentation was said to have important managerial implications for short-term and long-term tourism marketing (Leisen, 2001). Similar conclusions concerning market segmentation based on imaging was found in a study of 575 respondents evaluating six Australian tourism destinations concerning attributes such as cost, distance, nightlife and crowding (Dolnicar & Huybers, 2007).

The growth of SCT in the tourism literature continued as further exploration as to how tourism marketers could benefit from SCT-based tourism research occurred. The benefits of using SCT to impact how marketers can tailor services and communications to their best advantage has been echoed by research (Beerli, Meneses, & Gil, 2007; Klemm, 2002). In addition, research has shown that marketing efforts needs to have congruency between self-concept and the totality of tourism offerings (Getz et al., 2007; Lee et al., 2008).

In an effort to empirically validate SCT in a tourism context within destination branding and personality, a few research papers in the early 2000s attempted to do just

that. One study used three destinations to test a possible positive correlation between actual and self-image and the likelihood of visiting said destination. The results were inconclusive (Litvin & Goh, 2002). Two years later, an attempt was made by the same researchers to repeat Chon's (1992) original study which introduced SCT into the tourism literature. Litvin & Goh (2004) examined actual and ideal self-congruity in the context of satisfaction for tourists leaving Singapore. Results were also similar to Chon's: Tourists who had high congruence from both their actual self-image and ideal self-image had a higher level of satisfaction with their experience as tourists. That same year, in an empirical study of rural tourism destinations, questions surfaced as to the relevance of destination self-image in predicting tourist behavior (Kastenholz, 2004); perhaps there was something more to just using self-congruency to predict behavior.

Over the last decade, more complicated models using SCT as part of a research design within the tourism literature has been seen. From a process-oriented perspective, research examined relationships among travel motivations, destination brand personality, self-congruity and visitation to determine destination branding and tourist choice (Murphy et al., 2007a). A similar study adding satisfaction as a factor (Murphy, Benckendorff, & Moscardo, 2007b) had similar results – partial support between the variable in the framework for destination branding. Both also concluded that further research is needed to understand the complete relationship between destination branding, personality, self-concept and behavior.

A recent study looking at 564 cruise ship goers used a more complicated model called the Motivation-Opportunity-Ability (MOA) Model (Hung & Petrick, 2011). As

suggested by Kastenholz (2004), this multi-dimensional model used factors of travel constraints, constraint negotiation, self-congruity and functional congruity to predict travel intention. Individual regression paths between each factor and travel intention as well as the relationship between two sets of two factors (self-congruity and functional congruity, constraints and negotiation) were tested. All four direct paths were found to be significant as well as the path from self-congruity to functional congruity. This shows that self-congruity is an important factor for tourism companies and marketers to consider. Future suggested research included examining other travel motivational factors in predicting travel intention.

A similar article using Swiss travelers assessed SCT in the context of destination choice (Boksberger & Dolnicar, 2011). In their research, the large variation in the definitions, parameters and methodologies used when incorporating SCT in research in any field was brought up as a serious issue in the legitimacy of SCT. The practical benefits of SCT are tremendous in the tourism industry if the theory can be validated and assessed. Concerns about SCT have occurred throughout the theory's history dating back to the paradigmatic differences in psychology and sociology when the idea of self and self-concept first emerged over a century ago. Boksberger & Dolnicar (2011) also point out that there is growing evidence that brand personality is important to branding and behavior. As SCT continues to grow and develop in all fields, it will continue to have to be empirically validated under a variety of situations to strengthen its position as a useful theoretical construct in social science research.

Extension into Festivals & Events

Only recently has the idea of self-concept and the theory associated with such been entered into the festivals and events area. What research has been conducted has been new and exploratory in its efforts. However, the implications of these studies cannot be understated. The call of more expanded research and understanding of SCT in a festival and event context is recorded in each.

The first scale developed for the personality of a cultural festival was developed to understand the self-perception of attendees (d'Astous et al., 2006). Using four Canadian festivals, five personality dimensions were developed: dynamism, sophistication, reputation, openness to the world and innovation. The scale was determined to be reliable, adequate and fit well with self-image congruency theory. The scale was able to capture the images projected by festivals. By examining the relationships between these dimensions and consumer preferences, d'Astous, Colbert, and d'Astous believe that it is possible to identify those dimensions that are most influential to enhancing festival attendee attitudes. By doing this, a festival can do a better job with marketing orientation and improve the match between the festival's imagery and the imagery of customers. It is common practice in marketing to personify brands (Aaker, 1997), and the extension of the festival into a 'brand' is a needed one. This improvement in marketing orientation towards promoting a similar image creates an environment where festival success and sustainability can reach its highest potential. Since consumer preference for a brand and "other commercial entities" are consistent

with their self-image (Lee et al., 2009), the support for the link between festivals and SCT have a practical and theoretical link.

Most recently, two research studies strongly support continued research in this area. One of those research projects resulted in confirming the link between self-image congruency and purchase intentions when using a tourism service lens (Hung & Petrick, 2011). The other was a qualitative study which interviewed attendees of the Woodford Folk Festival in Australia (Gratton et al., 2011). The study examined the relationship between ideal and ideal social self-concept and the dual role of a festival attendee as a festivalgoer and tourist. Although actual self-image and actual social self-image were not examined, the results showed a need for the development of a conceptual self-concept model in the context of festivals. From a practical standpoint, the authors cited similar future research needs as d'Astous, Colbert, and d'Astous (2006): the relationship between self-concept and festivals is needed. The potential of festivals to improve marketing messages that are more aligned to festivalgoers' self-image would create a more successful and sustainable festival industry.

In summary, the review of the literature in festivals and events, volunteerism, and self-concept theory suggests this research study considers needs across many areas. Theoretically, self-concept theory's inclusion in this study allows its exploration in tourism and volunteerism. Practically, the study will allow festival organizers to think differently about how they understand and approach volunteer programs and will hopefully create more successful programs for volunteers and the organizations who seek them.

CHAPTER THREE

METHODS

The purpose of this study was to use the theoretical and methodological developments of self-concept theory to examine the role of self-image congruency on festival volunteers. It was determined through analysis if the inclusion of self-image congruency improves the previous model of understanding volunteers which only included motivation, satisfaction, and intent to return. Also, the addition of moderating variables such as volunteer role, years volunteering at the study festival, and age was examined in the context of the new model. IRB approval through Clemson University was granted. A copy of the IRB-approved letter distributed to all respondents in the study by Bachman (2013) can be found in Appendix A. The front page of the Qualtrics survey for this research can be found in Appendix B.

Study Site

The study site for this dissertation was the Austin City Limits Music Festival (ACL) in Zilker Park in Austin, Texas (Figure 3.1). The festival occurred October 4-6 & 11-13, 2013. The festival has occurred annually since 2002 and had an estimated attendance of 75,000 per day in 2013. The 2013 festival was the first to be split over two weekends as opposed to being conducted over one four day period. The festival was headlined by Depeche Mode as well as The Cure, Muse, and Kings of Leon (Figure 3.2).

Preference was given to volunteers who could work every day of both weekends and to those living or going to school in the Austin. Volunteers were required to work four hours each day and were allowed to enjoy the festival at non-volunteer duty times. It



Figure 3.1: 2013 Austin City Limits Festival Map

was determined that the survey instrument would be best administered via an email letter from C3 Presents with a link to an online Qualtrics survey at the conclusion of the festival (See Appendix B).

Study Population

The total number of volunteers for the 2013 festival was 838, 737 of which attended and completed their volunteer shifts. The volunteer application process was

AUSTIN PUBLIC FOUNDATION PRESENTS

AUSTIN CITY LIMITS
MUSIC FESTIVAL

WEEKEND ONE
OCT 4-6

WEEKEND TWO
OCT 11-13

ZILKER PARK

DEPECHE MODE • THE CURE • MUSE • KINGS OF LEON
ATOMS FOR PEACE • LIONEL RICHIE • PHOENIX • WILCO
VAMPIRE WEEKEND • THE NATIONAL • ERIC CHURCH • PASSION PIT
ARCTIC MONKEYS • QUEENS OF THE STONE AGE • FUN.
KENDRICK LAMAR • FRANZ FERDINAND • D'ANGELO • KASKADE
TAME IMPALA • LOCAL NATIVES • THE SHOUTING MATCHES • TORO Y MOI
GRIMES • PORTUGAL THE MAN • SILVERSN PICKUPS • THE JOY FORMIDABLE
NEKO CASE • DIVINE FITS • GROUPOVE • JIMMY EAT WORLD • THE BLACK ANGELS
THE BRIGHT LIGHT SOCIAL HOUR • THE MAVERICKS • OKKERVIL RIVER • SHUGGIE OTIS
PURITY RING • DAWES • HAIM • SMITH WESTERNS • JUNIP • WALK THE MOON
VINTAGE TROUBLE • NOAH AND THE WHALE • PAPER DIAMOND • LISSIE • PINBACK
THE JON SPENCER BLUES EXPLOSION • WILD BELLE • PHOSPHORESCENT
COURT YARD HOUNDS • THAO & THE GET DOWN STAY DOWN • FOXYGEN
LITTLE GREEN CARS • SAVAGES • AUTRE NE VEUT • PARQUET COURTS • FIDLAR • WHITE DENIM
TRUE BELIEVERS • BLIND BOYS OF ALABAMA • DELTA RAE • JAKE BUGG • THE LONE BELLOW
ELECTRIC QUEST • DAN CROLL • DEAD VALLY • WILD NOTHING • TYPHOON • HUNDRED WATERS
TWIN FORKS • RED BARAAT • ELECTRIC SIX • SHOVELS & ROPE • REIGNWOLF • MONA
MIS MIA • WIDOWSPEAK • ASLEEP AT THE WHEEL • BEAR MOUNTAIN • GREENSKY BLUEGRASS
JD MCPHERSON • VALERIE JUNE • WILD FEATHERS • ROADKILL GHOST CHOIR
JC BROOKS AND THE UPTOWN SOUND • DESERT NOISES • THE BAND OF HEATHENS
HOLLY WILLIAMS • ALANNA ROYALE • CHERUB • THE DYNAMITES FEAT. CHARLES WALKER
SHINYRIBS • JACUZZI BOYS • WICK-IT THE INSTIGATOR • SHAKEY GRAVES • HOUNDMOUTH • WILD CUB
PETERSON BROTHERS BAND • LUJELLA AND THE SUN • X AMBASSADORS • SONS OF FATHERS • COURRIER
MY JERUSALEM • NOT IN THE FACE • DANA FALCONBERRY • BOBBY JEALOUSY • WHISKEY SHIVERS
THE PRESERVATION • MAX FROST • LATASHA LEE & THE BLACKTIES • CALEB • SHANNON LABRIE
ANDREW DUHON • KRISTIN DIABLE & THE CITY • COLIN LAKE • BROOKE WAGGONER
TYREE MORRIS & HEARTS OF WORSHIP • ENDURANCE • THE STAPLETONES • HEAVENLY VOICES CHOIR
THE MCCRARY SISTERS • DISCIPLES OF CHRIST • THE HENSLEY ENSEMBLE • THE DURDENS
THE WARRIOR GOSPEL BAND • BARTON HILLS CHOIR • THE VERVE PIPE • SCHOOL OF ROCK • TIM AND THE SPACE CADETS
PETER DISTEFANO & TOR • GRACE LONDON • PLAYDATE • THE OHMIES • THE O BROTHERS • ANDY Z • CASPAR BABYPANTS



TICKETS ON SALE NOW
AT ACLFestival.com

AMD     

Figure 3.2: 2013 Austin City Limits Music Lineup

administered online. The process was slightly altered based on whether an applicant is a new or returning volunteer. The volunteer information packet can be found in Appendix C.

If a returning volunteer, the strength of the application was in a volunteer's performance in prior years. All volunteers receive a one through five rating for their work every year. This was used in assessment of return volunteer applications. In addition, volunteers who did not show up to one of their shifts or were dismissed from a volunteer shift in the past were ineligible. If a new volunteer, a new account online was filled out (See Appendix D). The application required a photo of the applicant, basic personal information, qualifications for volunteering, past volunteer experience, education level, volunteer role preference, and personal interests.

For all volunteers, a non-refundable \$10 application fee was charged regardless of whether or not a person was selected to be in the volunteer program. This was the only financial commitment a volunteer was required to make for the festival. In exchange for their \$10 application fee and four hours of work each day, volunteers received the following:

- Free entry to the festival on every day they worked
- A volunteer t-shirt worn during each every shift
- One food coupon (one for the festival, not one per day)

Data Collection

Data was collected at the conclusion of the 2013 Austin City Limits Festival. The survey was conducted on the Qualtrics platform online (See Appendix E) and was a

census of all volunteers who completed volunteer shifts. The Event Services Manager for C3 Presents, the company that produces ACL, sent out a ‘Thank You’ email on Wednesday, October 16th to all 737 volunteers. In that email was a section asking volunteers to fill out the survey. The IRB-approved text was:

“Clemson University is conducting a study on volunteerism and self-perception as it relates to music festivals, specifically Austin City Limits, and what makes volunteering an enriching experience for you. Please consider taking a few minutes to complete this survey. It is 100% optional and only takes about 3-8 minutes:
https://clemsonhealth.qualtrics.com/SE/?SID=SV_bgx0w4CCmanp6xn”

The IRB-approved front page of the Qualtrics survey can be found in Appendix B. A reminder follow-up email was sent two weeks afterward on Wednesday, October 30th in accordance with a modified-Dillman (2011) method for conducting online surveys. Since responses are anonymous, the second e-mail was sent to all volunteers in a similar manner.

A non-response bias check was used to determine if the respondents are an accurate representation of the population of ACL volunteers. This was done in two steps:

Zip Code Comparison: Zip codes of volunteers were obtained from C3 Presents and compared to the zip codes of those who filled out the survey.

New versus Returning Volunteers: The percentage of new volunteers was obtained from C3 Presents and compared to the percentage of new volunteers who filled out the survey.

Survey Instrument

The survey instrument (see Appendix E) included a total of 63 questions. Section one asked volunteer role and experience. Section two asked respondents to assess actual, ideal, social, and ideal-social self-image congruency in regard to the festival. Section three asked four semantic differential questions in regard to the festival's image. Section four included the thirty items from the Volunteer Function Inventory (Clary et al., 1998) as well as three questions specific to motivations in a music festival context: the motivation to explore an interest in music, the motivation for free food during volunteer shifts, and the motivation of receiving free tickets to the festival in exchange for volunteer work. Section five asked five satisfaction questions adapted from the Volunteer Function Inventory. Section six asked three questions adapted from Dodds, Monroe, & Grewal (1991) concerning intent to return. Section seven asked four questions related to intent to return and likelihood to recommend both the volunteer experience and the festival experience as a whole. Section eight inquired as to the respondent's other volunteer experiences in a festival context as it related to festival size. Section nine concerned demographic variables including home zip code, years living in the study site area, sex, household income, education level, and employment status, and moderating variables including age, volunteer role, and volunteer experience.

The survey took most respondents between four and twelve minutes to complete. Respondents were given no incentive to complete the study and were specifically instructed that their participation and response would have no effect on the fulfillment of their volunteer duties or their rating from the festival organization. The decision not to

provide an incentive was grounded in research showing prize drawings in survey research as having a “small, if any, effect on response” (Dillman, 2011).

Measurements

Self-Image Congruency

Self-image congruency has been measured using two different methods. As seen in Figure 5, the older method is based on the respondent assessing perception of the product image as well as the image of the respondent using a predetermined set of attributes. Scores are then added across image dimensions. Sirgy et al. (1997) determined three problems with this method.

The first problem is the use of discrepancy scores. These discrepancy scores can be unreliable with systematic correlations, spurious correlations with other variables and questionable construct validity (Johns, 1981). There is no use of a direct psychological congruity experience. The older method uses two psychological constructs and combines them mathematically instead of having it be one direct measure.

The second problem is the potential to have irrelevant images used in the assessment. Because the older method uses predetermined images, respondents are forced to determine their congruence with each and every image presented to them regardless of their perceived association with the product or experience. Allowing respondents to indicate congruity with only relevant images is the solution. This can be accomplished by allowing the respondent to use their mind to determine appropriate images and then self-assess image congruity (Sirgy et al., 1997).

Using the scale below, please identify what you think the image of <u>ACL</u> is:	Using the scale below, please identify what you think the image of <u>yourself</u> is:
Excitable <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Calm	Excitable <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Calm
Personal <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Impersonal	Personal <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Impersonal
Masculine <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Feminine	Masculine <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Feminine
Humorous <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Serious	Humorous <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Serious
Popular <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Unpopular	Popular <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Unpopular
Weak <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strong	Weak <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strong
Interesting <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Dull	Interesting <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Dull

*Figure 3.3: Example of Old Method of Assessing Self-image Congruence
Using 'Actual' Self-image*

The third problem with the older method is the use of a compensatory decision rule (Sirgy et al., 1997). The assumption in the older method is that respondents undergo self-congruity with a plethora of image dimensions, and that the items are all integrated additively. Respondents therefore have the potential to incorporate multiple images in their congruency. In this case, their use of the compensatory decision rule creates validity issues with the old method. The solution to this issue is through the operationalization of response cues that have respondents create their personal image of the product/experience and indicate their self-congruity with that image in a global fashion (Sirgy et al., 1997).

The result of these concerns is the adoption of a new way of measuring self-image congruency. In this research, all four dimensions of image congruency were assessed: actual self-image, ideal self-image, social self-image and ideal social self-image. This was executed by asking the questions in Figure 6. Each statement reflected one of the four aspects of self-image congruency as stated in Figure 6 and corresponded to the new method of measuring self-image congruency and operationalizing self-concept theory (Sirgy et al., 1997).

Take a moment to think about Austin City Limits. Think about the kind of person who typically visits ACL. Imagine this person in your mind and then describe this person using one or more personal adjectives such as classy, poor, stylish, masculine, sexy, old, athletic, or whatever personal adjectives you can use to describe the typical person at ACL. Once you've done this, indicate your agreement or disagreement to the following statement:

"People who attend ACL are consistent with how I see myself" [Actual Self-Image]

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

"People who attend ACL are consistent with how I want to see myself" [Ideal]

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

"People who attend ACL is consistent with how others see myself" [Social]

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

"People who attend ACL is consistent with how want others to see myself" [Ideal Social]

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

Figure 3.4: Example of New Method of Assessing Self-image Congruence

The predictive validity of the old and new methods for assessing self-image congruity was tested together by Sirgy et al. (1997). That research conducted six unique studies from which to analyze predictive validity. No outside research was used in the comparison. Only original research conducted for the purpose of the study was used. Using each study, the predictive ability of the new method went 'over and beyond' (p. 229) the traditional one. The six studies were selected to represent a wide variety of goods and services, consumer populations, and consumption settings.

Findings across all six studies performed for the research were consistent. Despite being a one item measure for each of the four elements, the new method was significantly

better. It captured self-congruity in a direct fashion, decreased measurement error by reducing the questioning to one item per element, removed sum scoring, removed any predetermined images by having the respondent create their own, and captured self-image congruity in a global, holistic manner. This provided the reasoning for using the new method of measurement in this dissertation.

Volunteer Motivation – Volunteer Function Inventory

Since multiple motives exist within volunteerism (Clary et al., 1998), a multi-dimensional model was deemed necessary to measure Volunteerism. The Volunteer Function Inventory (VFI) created by Clary et al. (1998) conceptualizes the complicated motives that underlie volunteer motivation. It is one of the most well-known and respected models in the field and represents the most extensive and appropriate set of scales for assessing motives of volunteers (Okun, Barr, & Herzog, 1998). It was originally administered to a large group of university students as well as volunteers from many organizations. Internal consistency and sufficient distinction was found. Temporal stability was also tested by having a set of 65 college students complete the same survey one month apart from each other (Clary et al., 1998).

The Volunteer Function Inventory was used in motivational measurements in assessing marathon volunteer motivations (Strigas & Jackson, 2003). The VFI was called “one of the most predominant pieces of research in recent years, widely accepted by psychologists and specialists of the discipline” (p. 115). The process used in Strigas & Jackson (2003) was then used in research examining volunteer motivations at a PGA Tour golf event (Love et al., 2011). The VFI was also the foundation of a motivational

scale used in assessing volunteer motivation at the Star Choice World Junior Curling Tournament (Twynam et al., 2002).

In the VFI, certain inherent assumptions exist. One assumption is that the motivations at the root of volunteering can be identified and measured with precision. The set of items in the VFI reflects psychological and social functions of volunteerism in a conceptual manner. It also assumes that different people may do similar things for different reasons. It is possible that although two volunteers do the same work, their motivation(s) for doing said work may be different. Finally, the model assumes that the success of a volunteer program in terms of volunteer recruitment, satisfaction and retention is linked to the fulfillment of these motives during the volunteer experience (Clary et al., 1998).

A total of thirty items exist in the original VFI. These thirty items measure six different motivational factors. Each motivational factor has five items in the VFI to measure the factor. Each item uses a seven point Likert scale ranging from 1 = 'Not at all important or not accurate' to 7 = 'Extremely important or accurate'. The six factors are: Values, Understanding, Social, Career, Protective, and Enhancement. The items are not listed in order on the survey, but rather mixed together. The five items in each factor are:

Values

- I am concerned about those less fortunate than myself
- I am genuinely concerned about the particular group I am serving
- I feel compassion toward people in need

- I feel it is important to help others
- I can do something for a cause that is important to me

Understanding

- I can learn more about the cause for which I am working
- Volunteering allows me to gain a new perspective on things
- Volunteering lets me learn through direct “hands on” experience
- I can learn how to deal with a variety of people
- I can explore my own strengths

Social

- My friends volunteer
- People I’m close to want me to volunteer
- People I know share an interest in community service
- Others with whom I am close place a high value on community service
- Volunteering is an important activity to the people I know best

Career

- Volunteering can help me get my foot in the door at a place where I’d like to work
- Can make new contacts that might help my business career
- Volunteering allows me to explore different career options

- Volunteering will help me succeed in my chosen profession
- Volunteering experience will look good on my resume

Protective

- No matter how bad I've been feeling, volunteering helps me to forget about it
- By volunteering, I feel less lonely
- Doing volunteer work relieves me of some of the guilt over being more fortunate than others
- Volunteering helps me work through my own personal problems
- Volunteering is a good escape from my own troubles

Enhancement

- Volunteering makes me feel important
- Volunteering increases my self-esteem
- Volunteering makes me feel needed
- Volunteering makes me feel better about myself
- Volunteering is a way to make new friends

A Pilot Test was completed at the 2013 Bonnaroo Music & Arts Festival (Bachman et al., 2014a) using the 30 items in the Volunteer Function Inventory. After conducting Confirmatory Factor Analysis, the overall model fit was evaluated using the Chi-Square test as well as a number of goodness-of-fit statistics. Considering the large sample size of that study, it was expected and confirmed that the Chi-Square test is

significant ($p < .001$). Goodness-of-fit statistics included the degrees of freedom ratio (χ^2/df), comparative fit index (Bentler, 1992), standardized root mean square residual (SRMR), root mean square error of approximation (RMSEA), and non-normed fit index (Bentler & Bonnett, 1980). The model with all thirty items showed poor fit, unsuitable for analysis (Hair, Black, Babin, & Anderson, 2009). After examining items with cross loadings as seen through modification indices, scale refinement resulted in having all six motivation factors and the satisfaction factor left with three items each. The items that were left can be found in Table 3.3 forthcoming. To ensure the adjustment was correct, factor analysis was completed that ensured acceptable loadings to each factor (Hair, Black, Babin, & Anderson, 2009). As a result, this dissertation analyzed motivation and satisfaction using the eighteen motivation and three satisfaction items used in the final model in the Pilot Test (Bachman et al., 2014a).

Satisfaction

Satisfaction of the volunteer experience was measured in a five-item section of the VFI devoted to volunteer satisfaction (Clary et al., 1998). These items used a similar scale from the motivation items in that they are measured with a seven point Likert scale. Anchors are strongly disagree to strongly agree. The three items that were confirmed from the Pilot Test as described in the previous section and then used in this dissertation can be found in Table 3.4 forthcoming.

The five items from the VFI are:

- I am enjoying my volunteer experience
- My volunteer experience has been personally fulfilling

- This experience of volunteering with this organization has been a worthwhile one
- I have been able to make an important contribution by volunteering at this organization
- I have accomplished a great deal of “good” through my volunteer work at this organization

Intent to Return

Assessing a festival volunteer’s intent to return to the festival as a volunteer in the future, or continuance commitment, is a crucial element in the festival industry.

Previously, the concept has been measured in terms of job context and organizational commitment in the context of American and Japanese firms (Lincoln & Kalleberg, 1990). Continuance commitment is considered one of three types of organizational commitment. Affective (psychological attachment) and normative (perceived obligation to stay) are the other two (Allen & Meyer, 1990).

One of the first studies to use continuance commitment in the festival industry was done at a large Norwegian Jazz Festival (Elstad, 2003). This study adopted the continuance commitment measure from the Lincoln & Kalleberg (1990) study for their specific context. There were two seven-point Likert scale items with anchors of 1 (very low probability) to 7 (very high probability). The two items in the study by Elstad (2003) read:

- “How likely is it that you are a volunteer at the Kongsberg Jazz Festival next year?”

- “How likely is it that you are a volunteer at the Kongsberg Jazz Festival in five years?”

Using the reliability measure based on Cronbach’s coefficient of internal consistency, the measurement was reliable with a Cronbach’s Alpha of .82. More recently, this measure was used on a study examining volunteer retention at film and music festivals in the southwest United States (Love et al., 2012). This study was an expanded replication of the Elstad (2003) study with assistance from the volunteer function inventory from Clary et al. (1998). The continuance commitment measure was the exact same except for the change in name of the festival. They also found reliability to be satisfactory with a Cronbach’s Alpha of .83.

As a result of research by Bachman (2014a, in-review), which showed potential issues in Discriminant Validity concerning this measure from Elstad (2003) adapted from Lincoln & Kalleberg (1990), an additional measure was used in this study. This measure was adapted for the study and consisted of three items associated with behavioral intent using a seven-point semantic differential scale for responses ranging from strongly negative to strongly positive (Dodds, Monroe, & Grewal, 1991). This measurement has been adapted recently in the business literature examining the role of religiosity in non-profit advertisements (Hopkins, Shanahan, & Raymond, 2014) and the use of actor-portrayal labels in anti-smoking advertisements (Shanahan, Hopkins, & Carlson, 2008). The three items read:

“After volunteering at ACL my intent to volunteer at ACL in the future is:”

Not at all likely ----- Very Likely

Much less probable ----- Very Probable

Likely to be greatly reduced ----- Likely to be increased

Moderating Variables

Four moderating variables were collected. All volunteers were asked age, education, volunteer role, and the number of years a respondent had volunteered at the study festival for the purpose of answering Research Question 2. Volunteer role categories were chosen based on the study festival’s categories (Environmental, Access, Kids, and Patron Services) as seen in Table 1.4. These variables were used as moderating variables in the SEM model in Chapter Five.

Descriptive Variables

Descriptive variables concerning volunteer experience at other large-scale (over 5,000 attendees) music festivals as well as volunteer role at the study festival were collected along with sex, household income, education level and employment status. This study aimed to create a volunteer profile and explored these descriptive variables in Hypothesis 3.

Data Analysis

After conducting non-response bias tests, assessment of sample descriptives occurred using both descriptive and moderating variables to determine the characteristics of Austin City Limits volunteers. Additionally, an examination of outliers and data

cleaning occurred. The survey on Qualtrics was set to require a response to any question involving the structural equation model to ensure missing values were not an issue with that portion of analysis.

To test the research hypotheses associated with research questions one and two, a structural equation modeling (SEM) procedure was followed using a two-step approach (Anderson and Gerbing, 1988) in IBM SPSS AMOS Version 21. This involved first determining the reliability and validity of the measurements. The reliability of the measurements were assessed using Cronbach's alphas for each first and second order factor. For convergent validity, the values of all factor loadings for individual items and the average variance extracted (AVE) were calculated. For discriminant validity to be confirmed, the AVE must exceed the correlation estimate between the two factors (Fornell & Larcker, 1981).

Next, the overall quality of the model, assessed through a confirmatory factor analysis (CFA) with maximum likelihood estimation occurred. This was done to ascertain if the items in the measurement constructs reflected the priori latent constructs (self-image congruency, motivation, satisfaction, and intent to return) reliably.

Motivation was a second-order factor in the model, as items in the survey measured one of six motivational dimensions (Values, Understanding, Enhancement, Career, Social, and Protective) which were then used to assess the motivational factor in the model (Figure 3.5). The overall model fit was evaluated using the Chi-Square test as well as a number of goodness-of-fit statistics. Considering the large sample size of this

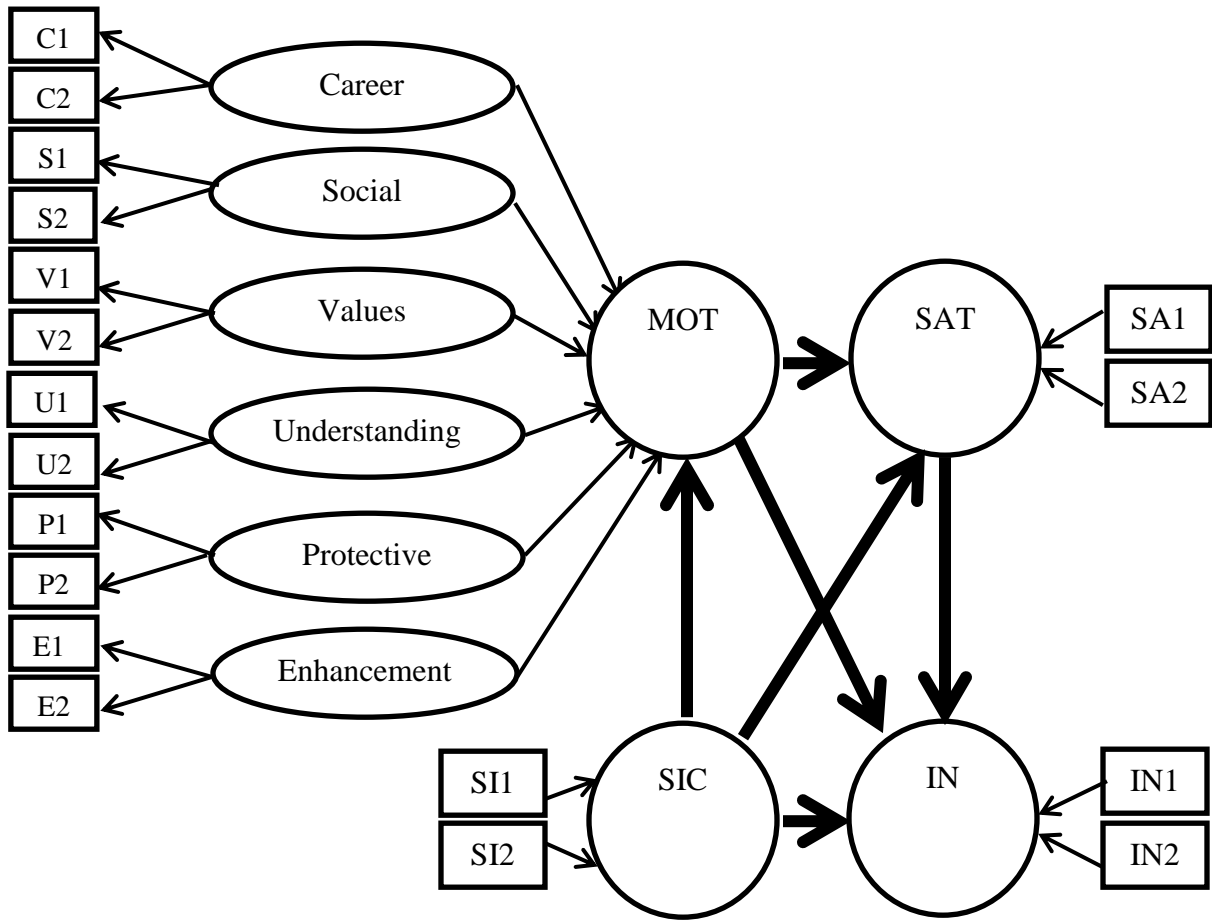


Figure 3.5. Hypothesized structural equation model.

Due to limited space, only two items per construct are shown.

MOT - Motivation, SAT – Satisfaction, SIC – Self-image congruency, IN – Intent to return

study, it was expected that the Chi-Square test will be significant ($p < .001$). Goodness-of-fit statistics include the degrees of freedom ratio (χ^2/df), comparative fit index (Bentler, 1992), standardized root mean square residual (SRMR), root mean square error of approximation (RMSEA), and non-normed fit index (Bentler & Bonnett, 1980).

After the measurement quality was assessed, a test of the structural model was conducted to determine the significance and magnitude of relationships within the model as well as the Model Fit in the structural model.

After establishing support concerning the proposed model of understanding volunteers, confirmatory factor analysis was conducted on the previous model (Figure 2). A value for the non-centrality index (RNI) was then be calculated for each model. The RNI is an unbiased estimator of the CFI from Bentler and Bonnett (1980). It is recommended for comparative analysis of competing models (Bagozzi & Heatherton, 1994; McDonald & Marsh, 1990). The model with the highest RNI is the best model.

The next step was to run the SEM model for moderating relationships (Research Question 2). The model was run four times: once with each of the four moderating variables inserted into the model: age, volunteer role, education, and years volunteering at ACL (Hair, Black, Babin, & Anderson, 2009).

Finally, a cluster analysis and potential multivariate analyzes (discriminant analysis, multivariate analysis of variance) was conducted to determine segmentation of volunteers and segment characteristics. A scatter plot was used to identify any potential outliers that could skew the cluster analysis. A hierarchical cluster analysis using Ward's method with square Euclidean distances was completed. This was followed by appropriate MANOVA tests to determine which self-image congruency factors were significantly different between the groups. Tukey post-hoc tests were performed with any significant ANOVAs that existed.

Demographic & Descriptive Statistics

There were a total of 206 usable responses from which to give an overview. The average age of respondents was 34.36 years old (Table 3.1). There was close to an equal split in age categories for the 18-24 (29.6%), 25-34 (23.3%), 35-44 (24.8%), and 45+ (22.3%) ranges. Just over two-thirds were female and 60% were at least a university graduate. Just over half were employed full-time (54.6%), and just under one-quarter (22.9%) were students. The highest frequency for household income was \$35,000-\$49,999 (20.6%), but none of the eight ranges were under 6%.

In reference to volunteer role (Table 3.2), just over half of volunteers were in Patron Services and Kids combined (53.9%). These were the roles that involved direct contact with festival attendees. The average number of years living in the Austin area for respondents was 10.51 years, with 44.9% at seven or more years. 56.3% of volunteers were first-time volunteers at ACL with a mean of 2.29 years. Just over half (52.9%) of respondents had volunteered at another festival or event in the past 12 months. In terms of geographic representation, 88.0% of respondents were from the Austin area. The representativeness section later in this chapter will explain more concerning these frequencies.

Concerning the motivation factors used in the model, respondents were most motivated for the Values and Understanding factors from the Volunteer Function Inventory (Clary et al., 1998) and least for the Protective factor (Table 3.3). Interestingly, volunteers scored highest on the 'free ticket to the festival' (Mean = 6.12, SD = 1.30) and

‘exploring my interest in music’ (Mean = 6.15, SD = 1.39) items added to the motivation panel.

Table 3.1
Frequency Distribution for Demographics

Variable	<i>n</i>	Percent	<i>M, SD</i>
Age			34.36. 12.40
18-24	61	29.6	
25-34	48	23.3	
35-44	51	24.8	
45+	46	22.3	
Gender			
Female	65	31.7	
Male	140	38.3	
Education			
Some high school or less	1	0.5	
High school graduate	9	4.4	
Some college/Technical school	72	35.1	
University graduate	90	43.9	
Post-graduate degree	33	16.1	
Employment			
Employed Full-time	112	54.6	
Employed Part-time	16	7.8	
Self-employed	16	7.8	
Student	47	22.9	
Unemployed	14	6.8	
Household Income			
Less than \$15,000	34	17.1	
\$15,000-\$24,999	14	7.0	
\$25,000-\$34,999	29	14.6	
\$35,000-\$49,999	41	20.6	
\$50,000-\$74,999	30	15.1	
\$75,000-\$99,999	18	9.0	
\$100,000-\$149,999	21	10.6	
\$150,000+	12	6.0	

Table 3.2
Frequency Distribution for Descriptives

Variable	<i>n</i>	Percent	<i>M, SD</i>
Volunteer Role			
Patron Services	98	47.6	
Environmental	65	31.6	
Access	30	14.6	
Kids	13	6.3	
Number of Years Living in Austin			10.51, 11.29
One to Six	102	55.1	
Seven or More	83	44.9	
Volunteer Experience at Austin City Limits			2.29, 2.23
First-time Volunteer	116	56.3	
Returning Volunteer	90	43.7	
Volunteer Experience at other festival/event in last 12 months			
Yes	109	52.9	
No	97	47.1	
Home Location			
South Austin	64	31.8	
Central Austin	60	29.8	
North Austin	53	26.3	
Dallas	8	4.0	
Houston	8	4.0	
San Antonio	5	2.5	
Other	3	1.5	

For the other three measures in the model: self-image congruency, satisfaction, and intent to return, mean and standard deviations can be found in Table 3.4. For self-image congruency, actual self-image scored highest (mean = 5.23). For satisfaction, high ratings for all three items were found, as all items had a mean score over 6.00. For intent to return, all three items were rated between 5.50 and 6.00.

After conducting the CFA in the analysis stage, for convergent validity, the values of all factor loadings for individual items and the average variance extracted (AVE) were

Table 3.3

Model Construct Descriptives: Motivation

Motivation Factor	<i>Mean</i>	<i>SD</i>	α
Values	5.69	1.24	0.752
I feel it is important to help others	6.18	1.22	
I feel compassion toward people in need	5.55	1.56	
I am genuinely concerned about the particular group I am serving	5.37	1.72	
Understanding	5.62	1.22	0.765
I can learn how to deal with a variety of people	5.86	1.25	
Volunteering lets me learn through direct “hands on” experience	5.76	1.49	
I can learn more about the cause for which I am working	5.25	1.66	
Enhancement	4.87	1.65	0.847
Volunteering makes me feel better about myself	4.96	1.88	
Volunteering makes me feel important	4.86	1.91	
Volunteering increases my self-esteem	4.84	1.81	
Career	4.13	1.85	0.873
Can make new contacts that might help my business career	4.33	2.04	
Volunteering will help me succeed in my chosen profession	4.06	2.03	
Volunteering can help me get my foot in the door at a place where I'd like to work	3.96	2.16	
Social	4.00	1.70	0.792
Others with whom I am close place a high value on community service	4.63	1.97	
Volunteering is an important activity to the people I know best	4.24	1.93	
People I'm close to want me to volunteer	3.14	2.17	
Protective	3.58	1.76	0.814
By volunteering, I feel less lonely	3.99	2.12	
Volunteering is a good escape from my own troubles	3.79	2.02	
Doing volunteer work relieves me of some guilt over being more fortunate than others	2.95	2.03	

Statements were measured on a 7-point scale

(1 = Not at all important/accurate, 7 = Extremely important/accurate)

calculated. The estimate value of the AVE for each construct was greater than the unexplained variance for each construct (>0.5). This confirms convergent validity for the model.

For discriminant validity to be confirmed, the AVE must exceed the correlation estimate between the two factors (Fornell & Larcker, 1981). In this research, the the AVE exceeded the correlation estimate in Motivation, Intent to Return, and Self-Image Congruency. However, the results for Satisfaction were mixed depending on the correlation estimate examined. As a whole, satisfactory model fit, reliability, and validity shows evidence of the operationalization of the latent constructs used in this study.

Table 3.4

Model Construct Descriptives: Self-image congruency, Satisfaction and Intent

Construct	<i>Mean</i>	<i>SD</i>	<i>α</i>
Self-image congruency	4.93	1.39	0.930
Actual	5.23	1.40	
Ideal	4.90	1.59	
Social	4.83	1.57	
Ideal-Social	4.75	1.56	
Satisfaction	6.41	0.80	0.811
My volunteer experience has been personally fulfilling	6.40	0.99	
This experience of volunteering with this organization has been a worthwhile one	6.70	0.62	
I have been able to make an important contribution by volunteering at this organization	6.14	1.14	
Intent to return after volunteering	5.78	2.00	0.957
(1) Not at all likely ----- Very Likely (7)	5.90	2.13	
(1) Much less probable ----- Very Probable (7)	5.89	2.06	
(1) Likely to be greatly reduced -- Likely to be increased (7)	5.56	2.13	

All statements were measured on a 7-point scale.

For Self-image congruency & Satisfaction, 1 = Strongly Disagree, 7 = Strongly Agree

Representativeness

An important consideration in conducting survey research is demonstrating that the respondents to the survey are representative of the study population. It has been suggested that representativeness is not a concept precisely measured, but rather one that presents the notion that characteristics of survey respondents are similar to that of the study population (Babbie, 2013). Representativeness tests for this study were conducted on the variables of geographic residence as well as festival volunteer experience at ACL. The formula $\chi^2 = \sum (f_o - f_e)^2 / f_e$ was used to test representativeness where f_o is the frequency observed and f_e was the frequency expected based on the study population for both variables (Gravetter & Wallnau, 2014).

In terms of geographic distribution of volunteers, the research team was granted access to the zip codes of the 838 registered volunteers. Unfortunately, there was no

Table 3.5
Percent Geographic Distribution of Respondents by Region

Location	Volunteer Population (n=838)	Respondent Profile (n=206)
Central Austin	42.1	29.8
South Austin	24.3	31.8
North Austin	22.5	26.3
Other	11.1	12.1

means to determine which zip codes were linked to the 727 volunteers who completed volunteer work and the 111 who did not. In comparing the geographic distribution of registered volunteers to the survey respondents (Table 3.6), a representative test based home location (Austin-area compared to non-Austin-area) was conducted which showed no significance between the study population and survey respondents (Table 3.7). This

indicated that those who completed the survey are representative of the entire volunteer population at ACL. Of the 24 respondents from outside of the Austin area, 18 (75%) were college-aged (18-21 years old). Another representativeness test based on festival volunteer experience was conducted (Table 3.7). The Chi-square was found to be non-significant, indicating that based on festival volunteer experience, the sample is representative.

Table 3.6
Summary of Representativeness

Variable	f_e	f_o
Experience Volunteering at ACL	$\chi^2(1, N = 206) = 0.989, p = .320$	
First Year	123.0	116.0
Returning	83.0	90.0
Home Location	$\chi^2(1, N = 206) = 0.071, p = .790$	
Austin-Area	183.2	182.0
Non-Austin Area	22.8	24.0
f_e = expected number of respondents based on all volunteers; f_o = observed		

Non-Response Bias

A second issue to consider concerns external validity: non-response bias. This check examines whether respondents and non-respondents within the population differ. One method for determining non-response bias according to Lindner, Murphy, and Briers (2001) is comparing early to late respondents. Although Lindner et al. (2001) state that there is no standard definition of operationalizing early and late respondents, examining different waves of stimuli to elicit participation is a basis for comparison (Armstrong & Overton, 1977). Since two waves were sent in survey administration, the data set will be

split based on whether or not a respondent completed the survey prior to or after the second survey invitation was sent.

The 63 items in the survey were examined using separate one-way ANOVA (metric variables) or Chi-Square (non-metric variables) tests to determine non-response bias between the two waves. The first wave had a total of 105 responses and the second wave had a total of 101 responses.

Of the 63 variables, only two were found to be significant: Motivation of a free ticket ($F = 5.837$, $p = .017$) and Time living in the Austin area ($F = 5.701$, $p = .018$). For motivation of a free ticket, those in the first wave had a lower motivation for a free ticket (mean = 5.90, SD = 1.52) than those in the second wave (mean = 6.34, SD = 0.98). For time living in the Austin area, those in the first wave had a lower mean (mean = 8.44 years, SD = 9.30) than those in the second wave (mean = 12.36, SD = 12.56). Although two of the 63 items were found to have significant differences between waves, minimal non-response bias existed.

CHAPTER FOUR

EXAMINING THE ROLE OF SELF-IMAGE CONGRUENCY ON MOTIVATION,
SATISFACTION, AND INTENT TO RETURN OF MUSIC FESTIVAL
VOLUNTEERS

*Focused for *Event Management: An International Journal*

Abstract

Volunteers play a critical role in the production of festivals and events in many ways such as providing assistance to artists and vendors, direction for attendees, and grounds-keeping. However, determining what motivates volunteers motivated, how they become satisfied, and how likely they are to continue volunteering at an event has been overlooked. This is especially true in reference to the festival industry which has seen unparalleled growth in the last decade. In order to further understand music festival volunteers, the concept of self-image was examined at the 2013 Austin City Limits Music Festival to determine linkages between self-image congruency and motivation, satisfaction, and intent to return using Structural Equation Modeling. This music festival is of specific interest to the development of understanding the role self-image in festivals and events due to the scale and size of the festival as well as the festival's requirement of being a local resident in order to volunteer. As such, the importance of understanding these local volunteers at a mega-event which hosts 75,000 attendees per day over two three-day weekends is vital. This study found that self-image congruency has an impact on motivation, satisfaction, and intent to return and develops practical linkages and

theoretical support for the consideration of self-image congruency when examining festival and event volunteers in a tourism context.

Introduction

Music festivals are distinctive special events. They attract attendees for a variety of reasons from social to cultural to interpersonal. Music festivals allow people to actively participate in music and offer a wider variety of musical offerings than ever before (Bowen & Daniels, 2005). Attendees have more intimate contact with musical artists and create unique social bonds with other festivalgoers (Packer & Ballantyne, 2010). The sense of community at music festivals created in such a short period of time may be stronger than that of other musical experiences (Gibson & Connell, 2005). These festivals generally occur over more than one day and can offer on-site camping, additional non-music activities, and unique cuisine in an effort to provide the best overall experience. (Packer & Ballantyne, 2010; Snell, 2005). The music festival industry is becoming a major part of the concert scene with ticket sales grossing \$47.3 million for the Coachella music festival and attendances peaking at 270,000 total at Lollapalooza, 300,000 total at the Electric Daisy Carnival, 85,000 per day at Bonnaroo, and 75,000 per day at Austin City Limits in 2012 (Knopper, 2012).

Music festivals are specifically unique in the festival and event industry due to the role of music in culture and society and one that crosses over geo-political lines and languages. Simply put: “music is often presented as a universal and universalizing art form, transcending social and cultural fault lines, appreciated if not understood by all” (Waterman, 1998, p.256). Recent research by Love, Sherman, & Olding (2012) and

Bachman, Hopkins, & Norman (2014, in-review) has begun to examine the volunteers that assist in the operation and execution of these important events. Both of these studies focused on U.S. festivals and included a focus on how to retain volunteers at music and arts festivals.

Volunteers let events expand their quality and diversity of services while staying within budget (Cnaan & Goldberg-Glen, 1991). Event organizers use volunteers as part of their operational strategy, and their work helps offset the cost of staging an event (Love & Hardin, 2011). Volunteers also play a social role in festivals and events, as they provide storytelling about the local area during an event while fulfilling their volunteer duties (Olsson, Therkelsen, & Mossberg, 2013). They are vital stakeholders in festival and event management and have been called the “third force” in events tourism (Ralston, Lumsdon, & Downward, 2005) next to residents and other sections of the community. This sector of the festival and event industry is one that is important in many ways and requires research.

Literature Review

Festivals

Festivals, as well as performing arts, have become a tourism phenomenon throughout the world (Getz, 1991). In the last few decades this phenomenon has been one a rapid growing segment of the leisure industry (Britain for Events, 2011; Job Futures Quebec, 2011). The increase in both popularity and attendance at festivals is due to many factors.

Festivals allow an exploration of one's sense of self. They are a means for self-expression and a way to mold a form of personal identity (Belk, 1988; Lee, Lee, & Yoon, 2009). The sense of place created by a festival is intertwined with one's sense of self (Sack, 1997). Attendees can escape the realities of normal existence and experience a more authentic sense of self. For international tourists, festivals and events provide a chance to experience cultural elements of a new destination that they otherwise would not have the opportunity to explore. Tourists both international and domestic are able to meet locals and be an active participant in the local culture (Getz, 1989). Since many travelers are not comfortable with their role as a tourist (Prebensen, Larsen, & Abelsen, 2003), festivals provide an opportunity to get away from that role and immerse themselves in culture without the tourist label. With the importance of the role of locals in this system, festivals and events which utilize local volunteers are important to understand and study.

Volunteerism

Volunteering can be defined as: "any activity which involves spending time, unpaid, doing something that aims to benefit (individuals or groups) other than or in addition to, close relatives, or the benefit of the environment" (Institute of Volunteering Research, 2002, p.10). Volunteerism in today's society is widespread. In 2012, the volunteer rate in the United States was 26.5%. with 64.5 million people having volunteered formally with an organization at least once (Bureau of Labor Statistics, 2012).

As a whole, volunteering is valuable for both the organization offering the volunteer opportunity and the person volunteering. The organizational value

economically is widely recognized in the form of cost savings from the labor as well as the relationships it creates between an organization and volunteers and the community (Kearney, 2002). From a volunteer's standpoint, a large portion of a person's non-working time can be spent volunteering (Gibson, 2006). Many other activities compete with volunteering for that time, and the willingness of a person to use their non-work time volunteering is noteworthy (Gibson, 2006; Hawes, 1977; Stebbins & Graham, 2004).

The benefits of having volunteers are not only linked to economics for organizations, however. Volunteer leaders have been found to be more psychologically connected to other volunteers and to the organization compared to paid employees (Catano, Pond, & Kelloway, 2001). Societal factors associated with volunteering such as social inclusion, learning through the life cycle, healthy living, and living an active lifestyle provide plentiful benefits for volunteers individually and humanity collectively (Catano et al., 2011; Stebbins 2013).

The enthusiasm and passion for volunteering paired with the societal factors of volunteering has also been seen in new research coming from the leisure field based on the development of the serious leisure construct (Bendle & Patterson, 2008; Stebbins, 2013). This research has introduced the concept of volunteering as unpaid work and as attractive leisure. According to Stebbins (2013), leisure is an "un-coerced, intentionally-productive, altruistic activity people want to do and, using their abilities and resources, actually do in either a satisfying or a fulfilling way (or both)" (p.342).

Festival & Event Volunteers

Research has demonstrated that some people see volunteering at festivals as an opportunity to search for symbolic self-completion (Wicklund & Gollwitzer, 1982). If a better understanding of who volunteers are can be obtained, then festivals will be able to better market their volunteer program, recruit volunteers, and make more efficient and effective use of volunteers. In turn, this understanding of festival volunteer consumer behavior could result in a better total product for both volunteers and ‘regular’ attendees (Love et al., 2012).

Most event research on festivals has examined the economic impact, pricing, and programming of festivals. Because festivals are reliant on the volunteer force to create a successful product, great time and resources are devoted to developing and recruiting volunteers (Leenders, 2010). As customer benefit priorities shift from product performance to customer experience (Kotler, Jain, & Maesincee, 2002), the experiential component for volunteers is a crucial issue. This component is also true for attendees, and volunteers have a direct and indirect contribution to attendee experience, as they are often part of the delivery system for festival productions. As festival organizations cease outsourcing parts of festival operations and manage more of the festival themselves (including volunteers), a broader view of marketing incorporating new and innovative ways to differentiate themselves from other festivals is necessary (Leenders, 2010). This differentiation as it relates to combining tourism and volunteers connects to the need for marketers to understand the potency of images related to self-image congruency, or the

parallel between the image volunteers have of themselves and the image they have of the festival (Hung & Petrick, 2011).

Previous research by Knoke & Wright-Isak (1982) highlighted the need to understand volunteer motivation, commitment, and the influence of the experience on the intent to remain a volunteer (also known as commitment continuance or behavioral intention). A relationship between two of these factors, volunteer motivation and behavioral intention, has been found in the context of a large-scale women's professional golf tournament in Canada (MacLean & Hamm, 2007). Using multiple regression, Love et al. (2011) found a relationship between all three factors (volunteer motivation, satisfaction, and behavioral intention) at a large-scale men's professional golf tournament in the United States. Results found that altruistic motivation and golf interest had a positive impact on both satisfaction and behavioral intention. A significant positive association also existed between satisfaction and behavioral intention. Testing this model in different festival and event contexts was a suggestion made by Love et al. (2011).

Music Festival Volunteers

Research has shown that sport volunteers may have different motivations than volunteers in other areas of the festival and event industry (Strigas & Jackson, 2003). Since research has shown that understanding volunteers is different across parts of the festival and event industry (MacLean & Hamm, 2007), and that no generalized conclusions of motivational factors for volunteers can be made (Bekkers, 2005), it is necessary to look at understanding volunteers in this sector of the festival and event

industry. An examination of local volunteers at large-scale music festivals is one of these specific sectors that has largely been overlooked.

Self-Concept Theory

Stemming from the degree of similarity between people and their consumptive habits, getting individual reassurance from other people is at the heart of self-concept. (Sirgy, 1980). According to Kressmann, Sirgy, and Herrmann (2006), self-congruity is “the match between consumers’ self-concept and the user’s image of a given product, brand, store, etc.” (p.955). The theoretical base of self-concept theory relates to the behavior of the consumer as a result of this congruity. Self-concept is studied as a multi-dimensional construct (Rosenburg, 1979) from Actual, Ideal, Social, and Ideal-Social self-image perspectives (Sirgy, 1982). The justification for of all four perspectives in studying self-image congruency lies in their ability to complement each other and provide an enhanced level of analysis and measurement which provides a more full understanding of self-image and its congruency to a product or experience (Beerli, Díaz, & Martín, 2004).

One of the first scales developed for the imagery of a cultural festival was developed to understand the self-perception of attendees (d’Astous, Colbert, & d’Astous, 2006). Using four Canadian festivals, five personality dimensions were developed: dynamism, sophistication, reputation, openness to the world and innovation. This research was able to capture the images projected by festivals and then examine the relationships between these dimensions and consumer preferences. It was suggested that using consumer image preferences to develop appropriate festival promotions based on

those personality preferences is key to festival success and sustainability. It is possible to identify those dimensions that are most influential to enhancing festival attendee attitudes. Since consumer preference for a brand and “other commercial entities” are consistent with their self-image (Lee et al., 2009), the support for connecting festivals and self-concept theory exists.

Hypothesis Development

In reference to the study of music volunteers using self-concept theory, research supports that in marketing, using a person’s self-concept helps comprehend the preferences consumers make in choosing one product over another (Sirgy, 1982). It is not enough to solely understand consumers’ opinions of a product in terms of quantity or quality. The perception or image of the product from the consumer’s point of view gives a deeper level of understanding.

The self-concept of volunteers in festivals is important in terms of marketing toward and recruiting volunteers, volunteer satisfaction, and retaining volunteers. All contribute to overall festival success. The role of self-concept theory in consumer decision making has been largely neglected and unexplored in the tourism field, specifically concerning volunteers and large scale music festivals. Examining self-concept provides a deeper, more improved knowledge of the relationship between music festivals and volunteers beyond motivation, satisfaction, and behavioral intention.

For this research study, a structural model (Figure 1) was used according to the following research question and hypothesized paths:

How does the new model which contains the addition of self-image congruency affect the volunteer conceptual model from Love et al., (2011) (Figure 2)? How do these compare to previous research using this model and what similar or different relationships among self-image congruency, motivation, satisfaction, and intent to return exist?

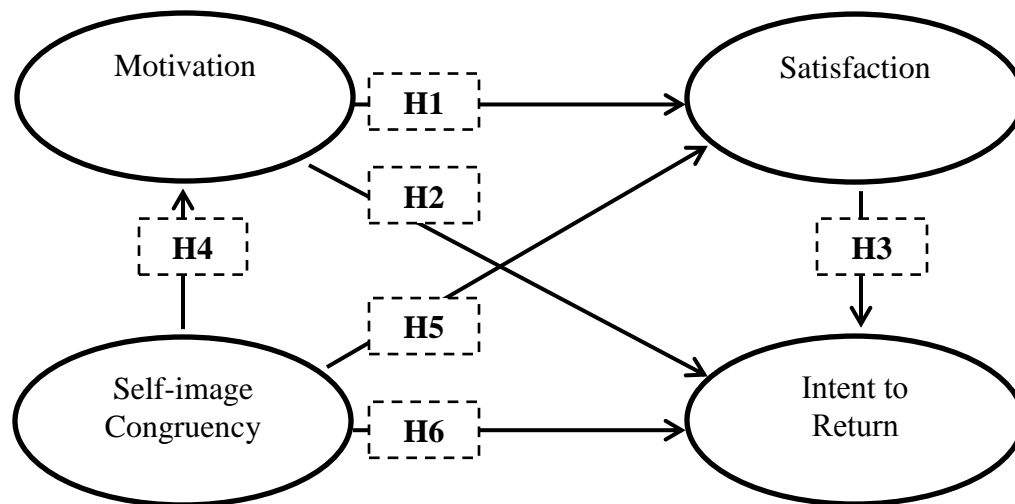


Figure 4.1: Volunteerism Conceptual Model

Self-image congruency has recently found its way into the festival and event literature concerning the consumer behavior of attendees (Gration et al., 2011). Qualitative insights into the salience of self-concept theory related to marketing to festival consumers and the offerings provided by festivals. The opportunity then exists in expanding the use of this theory in the festival and event arena quantitatively into the perspective of the festival or event volunteer. The six hypotheses for this study incorporate this opportunity and are identical to the ones used to study volunteers at the Bonnaroo Music & Arts Festival, a music festival of similar size and scope, but one

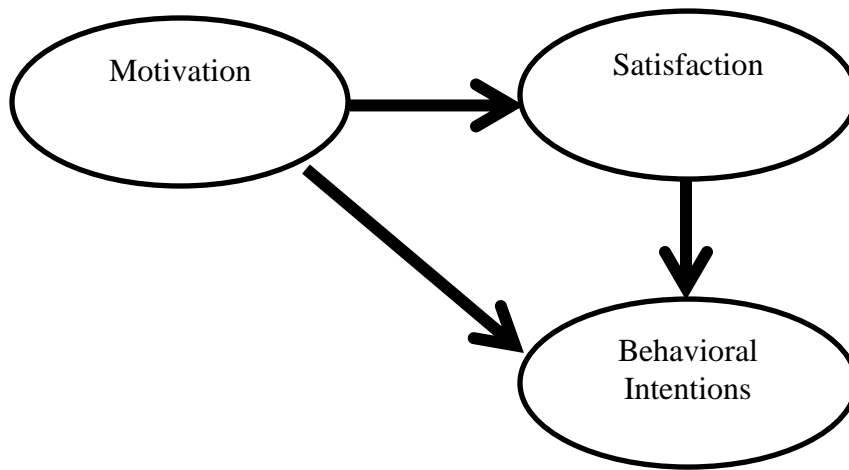


Figure 4.2: Previous Volunteerism Conceptual Model (Love et al., 2011)

where volunteers are primarily tourists as opposed to this study where volunteers are primarily locals (from Bachman et al., 2014):

H1: Volunteer Motivation has a positive influence on Satisfaction. The more motivated a volunteer is, the higher their satisfaction level with their volunteer experience will be.

H2: Volunteer Motivation has a positive influence on Intent to Return. The more motivated a volunteer is, the more likely they are to volunteer at the festival in future years.

H3: Satisfaction has a positive influence on Intent to Return. The higher a volunteer's satisfaction level is, the more likely they are to volunteer at the festival in future years.

H4: Self-Image Congruency has a positive influence on Volunteer Motivation. The higher the congruency between a person's self-image compared to their perceived image of the festival, the higher their motivation will be for volunteering at the festival.

H5: Self-Image Congruency has a positive influence on Satisfaction. The higher the congruency between a person's self-image compared to their perceived image of the festival, the higher their satisfaction level with their volunteer experience will be.

H6: Self-Image Congruency has a positive influence on Intent to Return. The higher the congruency between a person's self-image compared to their perceived image of the festival, the more likely they are to volunteer at the festival in future years.

Finally, Hypothesis 7 (**H7**) will test the previous model fit (Figure 4.2, Love et al., 2011) with the model used in this study (Figure 4.1) to determine if the model used in this study is the better fit.

Method

The 2013 Austin City Limits Music Festival, produced by C3 Presents, occurred from October 3-5 & 10-12, 2013 in Zilker Park in Austin, Texas. The 2013 festival was the 12th annual installment of the festival, but the first to encompass two separate weekends. In previous years, the festival was held over three or four consecutive days on one long weekend. The festival occurred on Friday through Sunday on both weekends and attracted over 75,000 attendees per day over an area of 46 acres which held eight stages. Due to rainy conditions and flooding in the Austin area, all performances on Sunday, October 12th were cancelled. Pro-rated refunds were issued to all ticket holders after the event.

The volunteer program in 2013 consisted of a crew of 838 registered volunteers, 727 of which officially completed volunteer work. Primarily residents or college students in the Austin area were eligible to apply to become a volunteer. Preference was given to volunteers who could work all days of both weekends. Volunteers received free admission to the festival on the days they volunteered as well as one meal token for the festival, and a limited edition ACL volunteer t-shirt. Survey administration was conducted by C3 Presents staff in coordination with the principal investigators. Volunteers who only participated in the first weekend were e-mailed a link to the on-line Qualtrics survey on the Friday following the first weekend (October 10th). All volunteers regardless of when they volunteered were e-mailed following the event on Wednesday,

October 15th and then again two weeks later. All volunteers received two e-mail invitations.

Of the total eligible volunteer population of 737, 209 (28.4%) volunteers fully completed the survey through the Qualtrics survey administration system. The survey was set to not allow missing data as volunteers went through the survey. After examining normality of data, three outliers existed and were removed from the data set using procedures from Hair, Black, Babin, and Anderson (2009). This resulted in a total of 206 usable surveys for analysis.

The survey included a total of 63 questions split into 8 sections. The first section of the survey asked descriptive variables of volunteer role and experience followed by an assessment of actual, ideal, social, and ideal-social self-image congruency in regard to the festival. Festival image descriptors were then followed by the items from the Volunteer Function Inventory (Clary et al., 1998) to assess volunteer motivation and volunteer satisfaction items adapted from the Volunteer Function Inventory for Austin City Limits.

The next set of questions were related to continuance commitment, or the likelihood of a person to return as a volunteer. This measure consisted of three items associated with behavioral intent using a seven-point semantic differential scale for responses ranging from strongly negative to strongly positive (Dodds, Monroe, & Grewal, 1991). This measurement has been adapted recently in the business literature examining the role of religiosity in non-profit advertisements (Hopkins, Shanahan, & Raymond, 2014) and the use of actor-portrayal labels in anti-smoking advertisements (Shanahan, Hopkins, & Carlson, 2008).

The final section asked respondents about other volunteer experiences in a large music festival context as well as in a general context followed by demographic and descriptive items including year born, zip code, amount of time living in the Austin area, sex, education level, employment status, and income. The survey took most respondents between four and twelve minutes to complete. Respondents were given no incentive to complete the study and were specifically instructed that their participation and response would remain anonymous.

Results and Discussion

Descriptives

Table 4.1 summarizes descriptives of study respondents. In terms of years volunteering at Austin City Limits, 56.3% of respondents had not volunteered at Austin City Limits prior to 2013. The proportion for all 737 volunteers in the study population who were first-year volunteers in 2013 was 59.7% according to festival organizers.

The majority of respondents were female (68.3%), and the mean respondent age was 34.52 years. 29.6% were between the ages of 18-24, 23.1% were between 25-34, 24.1% were between 35-44, and 23.2% were over 44 years of age. The youngest respondent was 18 years old and the oldest respondent was 64 years old. Respondents were well educated, as 99.5% of respondents had at least a high school degree, and 59.5% had received at least some college or technical school education. For employment, 6.8% of respondents were unemployed and 54.6% were employed full time. 23.4% of respondents were students at some level of post-secondary education.

In terms of geographic distribution of volunteers, the research team was granted access to the zip codes of the 838 registered volunteers. Unfortunately, there were no means to determine which zip codes were linked to the 727 volunteers who completed

Table 4.1

General Characteristics of Survey Respondents (n=206)

Characteristic	Percent
Years Volunteering at Austin City Limits	
One	56.3
Greater than One	43.7
Sex	
Male	31.7
Female	68.3
Age	
18-24	29.6
25-34	23.1
35-44	24.1
45+	23.2
Education	
Some high school or less	0.5
High school graduate	4.4
Some college/Technical school	35.6
University graduate	43.4
Post-Graduate degree	16.1
Employment Status	
Employed Full-time	54.6
Employed Part-time	7.8
Self-employed	6.8
Student	23.4
Retired	0.5
Unemployed	6.8

Table 4.2

Percent Geographic Distribution of Respondents by Region

Location	Volunteer Population (n=838)	Respondent Profile (n=206)
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Central Austin	42.1	29.8
South Austin	24.3	31.8
North Austin	22.5	26.3
Other	11.1	12.1

volunteer work and the 111 who did not. In comparing the geographic distribution of registered volunteers to the survey respondents (Table 4.2), a representative test based home location was conducted which showed no significance between the study population and survey respondents (Table 4.3). This indicated that those who completed

Table 4.3
Summary of Representativeness

Variable	f_e	f_o
Experience Volunteering at ACL	$\chi^2(1, N = 206) = 0.989, p = .320$	
First Year	123.0	116.0
Returning	83.0	90.0
Home Location	$\chi^2(1, N = 206) = 0.071, p = .790$	
Austin-Area	183.2	182.0
Non-Austin Area	22.8	24.0

f_e = expected number of respondents based on all volunteers; f_o = observed

the survey are representative of the entire volunteer population at ACL. Of the 24 respondents from outside of the Austin area, 18 (75%) were college-aged (18-21 years old). Another representativeness test based on festival volunteer experience was conducted (Table 4.3). The Chi-square was found to be non-significant, indicating that based on festival volunteer experience, the sample is representative.

Data Analysis

To test research hypotheses, a structural equation modeling (SEM) procedure similar to that conducted in research by Bachman et al. (2014, in-review) examining tourist music festival volunteers was followed using a two-step approach (Anderson & Gerbing, 1988) in IBM SPSS AMOS Version 21. This involved determining the overall quality of the model, confirmed through a confirmatory factor analysis (CFA) with maximum likelihood estimation. This step confirms the items in the constructs reflected the priori latent constructs (self-image congruency, motivation, satisfaction, and intent to return) reliably. Motivation was a second-order factor in the model, as items in the survey measured one of six motivational dimensions (values, understanding, enhancement, career, social, and protective) which were then used to assess the motivational factor in the model (see Figure 4.3). After the measurement quality was found to be sufficient, a test of the structural model was conducted to determine significance and magnitude of relationships within the model.

Measurement Model

The overall model fit in the CFA was evaluated using the Chi-Square test as well as a number of goodness-of-fit statistics. Goodness-of-fit statistics included the degrees of freedom ratio (χ^2/df), comparative fit index (Bentler, 1992), non-normed fit index (Hu & Bentler, 1995), root mean square error of approximation (RMSEA), and non-normed fit index (Bentler & Bonnett, 1980). Scale refinement from Bachman et al. (2014, in-review), which refined motivation and satisfaction factors to three items each using modification indices (Hair, Black, Babin, & Anderson, 2009) was used in the model.

The results of the CFA showed good overall model fit. The ratio of χ^2 to the degrees of freedom ($\chi^2/df=1.55$) is within guidelines (Wheaton, Muthen, Alwin, & Summers, 1977).

The RMSEA of .052 (confidence interval of .042 to .061) is within the stringent upper limit of .070 (Steiger, 2007) and the IFI (.953) exceeds minimum requirements. Finally, the CFI (.953) and NNFI (.946) meet acceptable ranges as well (Hu & Bentler, 1995).

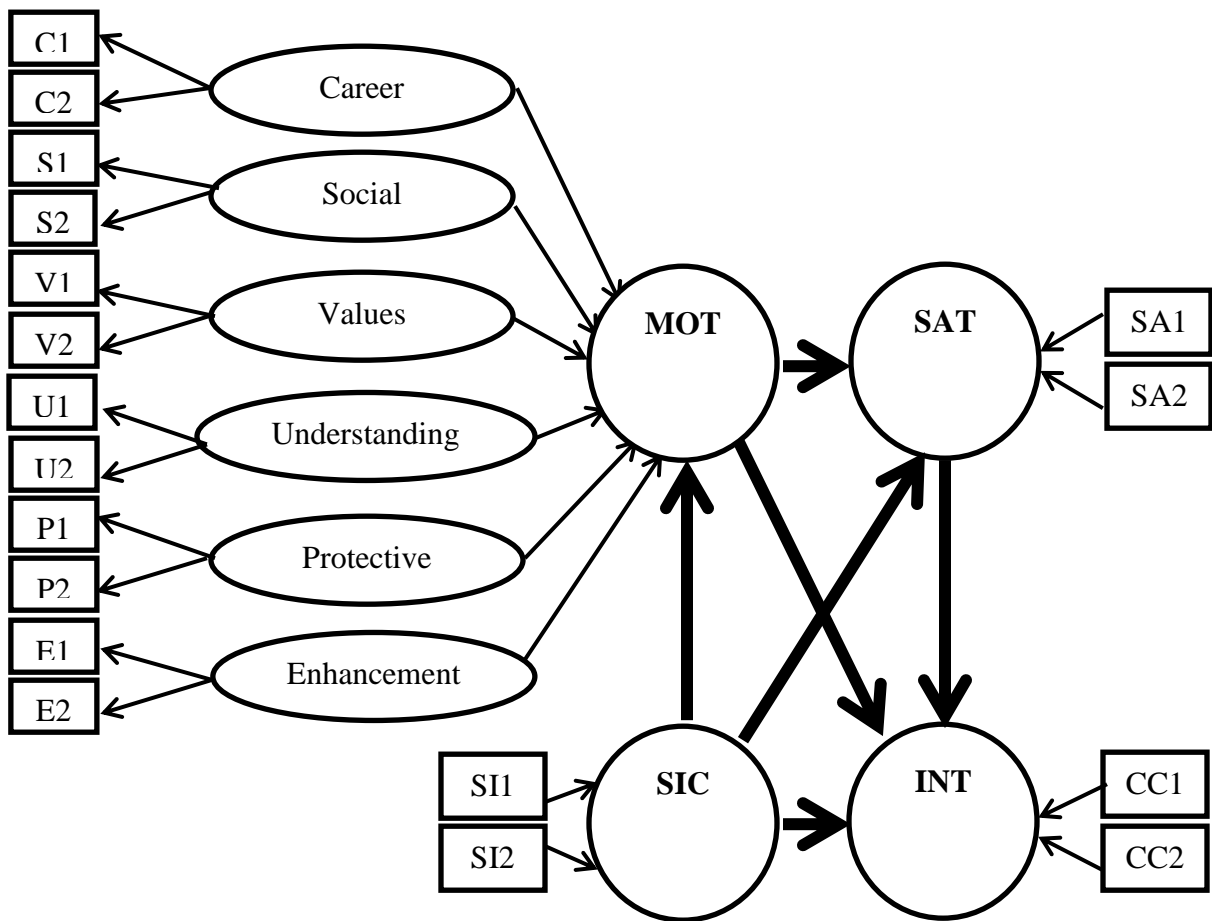


Figure 4.3. Hypothesized structural equation model.

Due to limited space, only two items per construct are shown.

MOT - Motivation, SAT – Satisfaction, SIC – Self-image congruency, INT – Intent to Return

The reliability of the measurements were then assessed using a Cronbach's alpha for each first and second order factor. As shown in Table 4.4, the Cronbach's alphas of all factors (0.752-0.957) indicate sufficient internal consistency across all items in each construct (Litwin, 1995).

For convergent validity, the values of all factor loadings for individual items and the average variance extracted (AVE) were calculated. The estimate value of the AVE for each construct was greater than the unexplained variance for each construct (>0.5) as seen in Table 4.4. This confirms convergent validity for the model.

Table 4.4
Measurement Model for Volunteer Understanding

Constructs (Cronbach's alpha)	Standardized Regression Weights	AVE	SMC (R ²)
Self-image Congruency (.930)		0.794	
Actual	0.845		0.724
Ideal	0.951		0.904
Social	0.851		0.723
Ideal social	0.908		0.824
Satisfaction (.811)		0.650	
My volunteer experience has been personally fulfilling	0.917		0.841
The experience of volunteering at ACL has been a worthwhile one	0.774		0.599
I have been able to make an important contribution by volunteering at ACL	0.714		0.510
Intent to Return(.957)		0.883	
Not at all likely -> Very likely	0.917		0.840
Much less probable -> Very probable	0.983		0.967
Likely to be greatly reduced -> likely to be increased	0.917		0.841
Motivation (.859)		0.614	
Career (.873)*	0.842		0.709

Social (.792)*	0.690	0.476
Values (.752)*	0.734	0.539
Understanding (.765)*	0.813	0.661
Enhancement (.847)*	0.841	0.708
Protective (.814)*	0.768	0.590

Model Fit Statistics: $\chi^2/df=1.55$, CFI=.953, RMSEA=.052, NNFI=.946, IFI=.953

*Cronbach's alpha for first-order factors of Motivation

For discriminant validity to be confirmed, the AVE must exceed the correlation estimate between the two factors (Fornell & Larcker, 1981). In this research, the the AVE exceeded the correlation estimate (Table 4.5) in Motivation, Intent to Return, and Self-Image Congruency. However, the results for Satisfaction were mixed depending on the correlation estimate examined. As a whole, satisfactory model fit, reliability, and validity shows evidence of the operationalization of the latent constructs used in this study.

Table 4.5
Construct Intercorrelations

Measures	SIC	MOT	SAT	CC
Self-Image Congruency (SIC)	1.000			
Motivation (MOT)	0.711	1.000		
Satisfaction (SAT)	0.670	0.766	1.000	
Intent to Return(CC)	0.429	0.141	0.483	1.000

Structural Model

After confirming the model as being appropriate for analysis, model fit statistics for the structural model were calculated. The model fit statistics for the structural model were nearly identical as the values for the CFA model: $\chi^2/df=1.57$, CFI=.953, IFI=.954, AGFI = .820, SRMR=.0596, RMSEA=.052, NNFI=.947 (Table 4.6). All six hypotheses

associated with Research Question 1 are significant. However, the magnitude of the relationship in H2 between motivation and intent to return is reversed. This indicates that an increase in motivation leads to a significant decrease in continuance with this study population. In terms of the magnitude of the relationship among the six hypotheses in this research question, the highest positive coefficient existed in the relationship between self-image congruency and motivation (H4). This was followed closely by the relationship between motivation and satisfaction (H1) and then the relationship between satisfaction and intent to return (H3).

The same data was run through using a model from Love et al. (2011) for understanding volunteers with self-image congruency removed (Figure 4.2). Results showed identical significant relationships in H1, H2, and H3. The strongest relationship was between motivation and satisfaction (H1) and between satisfaction and intent to return (H3) similar to the model used in this study (Figure 4.1). It is important to note that

Table 4.6
Structural Model: Standardized Coefficients, *t*-Values, and Fit Indices

Hypothesized Path	Previous Model	Proposed Model	<i>t</i> -Value	Hypothesis
H1: Motivation -> Satisfaction	.586***	.482***	5.259	supported
H2: Motivation -> Continuance Commitment	(-).174^	(-).247*	-2.249	reverse
H3: Satisfaction -> Continuance Commitment	.333***	.296**	2.99	supported
H4: Self-image Congruency -> Motivation		.506***	6.209	supported
H5: Self-image Congruency -> Satisfaction		.205**	2.678	supported

H6: Self-image Congruency -> Continuance Commitment		.173*	2.037	supported
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Proposed Model Fit Statistics: $\chi^2/df=1.57$, CFI=.953, IFI=.953, AGFI=.819, SRMR=.0585, RMSEA=.052; * $p<.05$; ** $p<.01$; *** $p<.001$; ^non-significant

the previous model does not have the relationship between self-image congruency and motivation (H4), the path with the highest coefficient in the model used in this study.

In reference to H7, assessing the competing previous model with the model used in this study, a Chi-square difference test was used (Kline, 1998; Schermelleh-Engel, Moosbrugger, and Muller, 2003). The previous model had a Chi-square of 371.246 with $df=239$. The model used in this study had a Chi-square of 514.818 with $df=332$. The resulting Chi-square difference of 143.572 and df difference of 93 is significant at $p=.0006$. Therefore, the ‘larger’ model used in this study is of better fit.

Conclusions & Recommendations

From a demographic standpoint, although the average age of volunteers at Austin City Limits in 2013 was 34.52, volunteers were spread across a variety of age ranges from 18-24 to over 45. Respondents were highly educated and were mostly employed full-time or students. Roughly two-thirds were female, and there was a near 50/50 split on first-time volunteers versus repeat volunteers. The vast majority of volunteers were locals and this was an emphasis for festival organizers. As a result, this demographic profile is different from that of research by Bachman et al., (2014, in-review) in which volunteers were non-locals and had a much lower mean age, were mostly students, and had a higher percentage of first-time volunteers.

In terms of the model of understanding volunteers used in this study, there is statistically significant support from the model that self-image congruency positively influences motivation, satisfaction, and intent to return. From a management perspective, determining volunteer applicant self-image congruency through a similar measure used in this study will provide insight and predictive capabilities into a volunteer's future motivation, satisfaction, and intent to return. Likewise, satisfaction positively influences intent to return. The addition of self-image congruency in the model demonstrates that when festival image is congruent with self-image of festival volunteers, the program will be more successful through higher satisfaction, and return rate among volunteers.

The path that was of curious note was that directly between motivation and intent to return (H2). Although significant, this relationship was negative; the reverse of what was hypothesized and what has been found in other research (Bachman et al., 2014; Love et al., 2011). One possible reason for this finding is that the volunteers at this music festival, all of which are locals or have a connection to the local area, live more 'in the moment' than a typical festival volunteer. Since Austin City Limits is a premier event for the Austin area every year, a lack of outward motivation may not be a negative because it is a part of a resident's normal routine every year (as a volunteer or paid attendee).

Future research should look into factors that cause this relationship and assess whether other mega music festival events that use local volunteers have the same results. This also incorporates recommendations by Love et al. (2011) to study volunteer motivation models in different festival and event contexts. Although this research adds to the body of literature in this area, widespread testing of this model has not been

completed. Incorporating self-image congruency into the model of understanding volunteers in other types of festivals and events was needed. A secondary line of research in this area to be examined is determining if and how segmentation of volunteers might gain understanding of the role of self-image congruency on volunteers in festivals and events. Finally, an examination of the imagery itself is a tertiary desired research path in this area and was beyond the scope of this study.

This research line has practical implications to the festival and events industry specific to an event's ability to market the images it wishes to portray in reference to the volunteer programs that are of critical importance to event success. Much time and resources are used in the recruitment, training, and retainment of volunteers. Understanding how image congruency impacts this segment of event operations has the potential to provide great improvements in efficient and effectiveness. Therefore, while some assessment related to this goal has been completed in this study, more detailed research should be completed, including analysis of the individual images themselves, to understand this critical element of event production and success.

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CHAPTER FIVE

THE ROLE OF MODERATING VARIABLES ON VOLUNTEER UNDERSTANDING AND INTENT

*Focused for *Journal of Travel Research*

Abstract

The growth and increased popularity of festivals and events has led to a need for examination of many aspects of production. One area of production that is vital to festival success is a festival's volunteer program that can contribute to financial, social, and cultural success. One of the fastest growing niches in the festival industry is the music festival industry. A steep increase in music mega-festivals has occurred in the United States in the last decade. Hundreds of volunteers assist the operation of these large-scale music festivals that draw attendance in the tens of thousands. Understanding how to market to and run volunteer programs is an underserved area in academic literature. This research examines the relationships between moderating variables and self-image congruency, motivation, satisfaction, and intent to return as a volunteer. Research was conducted at the 2013 Austin City Limits Music Festival where 75,000 music enthusiasts

gathered each day in Austin, Texas during consecutive long weekends. Nearly one-thousand local volunteers are selected annually to help produce one of the most popular and well-known music festivals on Earth. The study shows that some of the relationships among the four factors are moderated by variables such as volunteer experience, education, age, and years living in the Austin area. This research further demonstrates the benefit of incorporating self-concept theory in volunteer and tourism research and provides practical implications for festival organizers who manage volunteer programs.

Introduction

Music festivals in today's society have become increasingly larger in size, quantity, and popularity. One of the vital aspects of a festival's success lies in its ability to run an effective, efficient volunteer program. Considering music festivals are quite different compared to other festivals and events due to their size, theme, and complexity among other aspects, studying volunteers at music festivals is of practical importance.

According to Gibson & Conell (2005), "Music festivals are in the broadest sense the oldest and most common form of tourism." Arts and heritage tourism is often thought of as a form of tourism that only the wealthy can afford to consume. However, music tourism is more available to the masses. It is difficult to define a music tourist, as the variety of experiences, consumers, and locations varies far too great to define a music tourist singularly (Gibson & Conell, 2005)

When considering the recent global financial crisis, it might seem curious as to why music festivals (mostly) continue to grow and succeed. In 2008, the majority of money made by the music industry shifted from recorded music to live music. Live

Nation, one of the biggest companies in the music industry and one of the largest concert and festival organizers in the world, showed no slowdown in business following the economic downturn (Live Nation, 4th Quarter results 2008, press release, 2 March 2009). Since then, music festivals have continued to gain market share in the music industry.

Regarding the influence of the experience (satisfaction) and intent to remain a volunteer, limited research has been done despite the importance of a volunteer's commitment to festivals and events (Elstad, 2003). Although previous research at a Ginseng festival in South Korea examined attendee satisfaction between first-time and repeat attendees (Lee, Lee, & Yoon, 2009), literature examining this phenomena from a festival volunteer perspective is scarce, and has not been conducted at a large-scale American music festival before. This research also hopes to fill a gap in the literature by analyzing first-time volunteers at the study festival compared to repeat volunteers as a moderating presence in the proposed model.

Regarding the inclusion of self-concept theory in this research, it can be suggested that self-concept concerning volunteers in festivals is an important concept in terms of marketing and recruiting volunteers, volunteer satisfaction, retaining volunteers, and volunteer program effectiveness and efficiency. This research will therefore extend the body of knowledge of festivals and volunteers by providing additional empirical validation of self-concept theory in a tourism context as well give insight that will allow festivals to increase the overall effectiveness of volunteer programs.

This study examines the role of moderating variables (i.e. age, volunteer role, volunteer experience, and education) on the volunteer understanding model used by

Bachman, Norman, Backman, and Hopkins (2014b) which uses four constructs: self-image congruency, motivation, satisfaction, and intent to return as a volunteer. It was proposed that adding self-image congruency to the more traditional measures of motivation, satisfaction, and intent to return will provide insight into how to more effectively use volunteers through a more advanced understanding of their motivations of being a volunteer and how they become satisfied volunteers who will return as volunteers in future festival years.

The four factors together are contained in the conceptual model of this research and will be analyzed through Structural Equation Modeling (SEM) as opposed to multiple regression. This analytical approach will allow a more in-depth understanding of the relationships between all four factors and the moderating variables.

Literature Review

Festivals & Events

Since the early 20th century, the festival and event industry has seen rapid international growth (Yeoman, Robertson, Ali-Knight, Drummond, & McMahon-Beattie, 2003). Festivals and events are “Probably the fastest growing form of visitor activity...” (Gunn, 1982). On the supply side, factors such as tourism development and city repositioning have facilitated festival growth. Festivals and events allow places to expand the tourism season by providing an attraction during an ‘off’ or ‘shoulder’ season. The increased exposure and revenue through festivals and events at any time of year is an increasing way for destinations to increase income through tourism. Increased amounts of disposable income and time dedicated to vacations have occurred during most of this

growth period (Frey, 1994). Similar to the festival and event industry as a whole, music festivals have been a mechanism from which communities and regions can develop image and appeal as well as improve recreation opportunities. Unique to the music tourism industry is the concept that music tourism is used to increase other forms of tourism. Through music, locations such as Nashville and New Orleans have had forms of tourism such as convention, sporting event, and culinary tourism grow as a result of a burgeoning music tourism market (Gibson & Conell, 2005).

On the demand side, the desire for authentic experiences (MacCannell, 1973), socialization needs, and cultural exploration have created the need for festival development. Together, the demand and supply sides have created the ‘perfect storm’ to fuel growth of this segment of tourism. According to Richards (2001), the addition of creativity as a positioning element has been a logical progression for cities following the directive of using culture as a way to redevelop and attract visitors. As such, that combination of creativity and culture further explains the continued growth and popularity of cultural events such as music festivals.

Economically, festivals are increasingly been looked at as an opportunity to propel economic development as a result of tourism (Gration, Raciti, & Arcodia, 2011). Both small and large communities are entering the market with new and expanded festivals, many of which include music as a primary or secondary attractor. The income and short-term jobs that are created by festivals and the long-term increased visitation and infrastructure investment are all seen as strong benefits (Dwyer, Mellor, Mistilis, & Mules, 2000).

Self-Concept Theory

Tourism literature before the introduction of self-concept theory had resulted in knowledge that knowing what is a positive or negative attractor to a tourist is essential to understanding motivation and behavior (Crompton, 1979; Dann, 1981). As such, self-concept theory (SCT) when applied to this could help understand what interests a consumer from an imagery standpoint. Self-concept theory is operationalized through the measurement of self-image congruency between a consumer and a product or experience.

One of the first lines of research in tourism that used self-concept theory focused on how the self-image of locals can be negatively impacted by tourists through commoditization of the local culture (Greenwood & Smith, 1989). The other track was similar. It concentrated on the interaction of locals and tourists and the resulting development of new social identities and change in self-image (Smith, 1978).

From that aspect, a third line was initiated in 1992. Visitors to Norfolk, Virginia were asked to complete a mail survey after their trip. Questions included elements designed to gain knowledge about their satisfaction of the trip as well as how they saw themselves compared to 'typical' visitors to Norfolk. Results included a positive relationship between self-image congruency and satisfaction (Chon, 1992). Visitors who saw themselves as similar to the typical visitor were more satisfied. This study extended SCT from being used in consumer behavior for brand personality to also being used in tourism for destination 'personality'.

After Chon's published research in 1992, it took a few years for the application of SCT in tourism to catch on. The next study occurred in 2000. This research examined a

consumer's self-concept in relation to tourism destination marketing and imagery. One of the publications created an integrative model that could explain how self-congruity effected travel behavior (Sirgy & Su, 2000). They detailed multiple factors that could determine both self-congruity, or the "totality of the individual's thoughts and feelings having reference to himself as an object" (Rosenberg, 1979, p.7), and functional congruity, or the "match between the destination's level of a utilitarian attribute and the tourist's expectation of that attribute" (Sirgy & Su, 2000, p.341). However, no empirical evidence in support of this model was made. Notwithstanding, research using SCT in tourism was still occurring.

Research by Todd (2001) questioned why SCT, a theory widely accepted in consumer behavior, had not gotten more use by tourism researchers. According to Todd (2001, p.184), "The discretionary and conspicuous nature of tourism consumption would appear to make tourism an ideal context [from which to study a model of self-concept]." A model of self-concept was used in the study, which showed that self-concept could provide additional segmentation opportunities in the marketplace that can show tourist perceptions and predict tourist behavior. Self-concept can do more than examine what people do or want from their tourism experience; it examines what they feel.

Self-congruity has also been studied in tourism destination choice (Boksberger & Dolnicar, 2011). This study found that although self-congruity does exist in tourism, socio-demographic and travel variables do not have great capabilities in explaining the context in which self-congruity occurs for Swiss travelers. Kastenholz (2004) used destination self-congruity on travelers to north Portugal and found that self-congruity is

best measured holistically, a finding similar to that from Sirgy et al., (1997). Self-congruity when measured holistically was found to have an impact on behavioral intention in the form of probability to return to a destination. These substantiated findings by Sirgy (1983) which posited that self-congruity should be related to purchase intention.

Moderation & Tourism Research

Although previous moderation research in tourism has focused on regression, SEM has emerged as a new approach for models which include moderators. This approach allows examination of multiple moderators in a more simple manner than regression. (Ro, 2012). A moderating variable is one which in some way affects the relationship between an independent and dependent variable. It tells in what circumstance a phenomenon occurs. Moderation has been called the “changer of a relationship” (Little, Card, & Bovaird, 2007, p. 207). It provides a more detailed explanation by telling when the association between an independent and dependent variable might be stronger or weaker. These variables may naturally occur or can be created by manipulating conditions (Baron & Kenny, 1986). A constrained model, that is one that assumes no interaction effect between variables, is compared against an unconstrained model which assumes interaction between independent, moderating, and dependent variables. If the unconstrained model has better fit, then moderation is deemed to have occurred. It is permissible to turn a continuous moderating variable into a categorical variable (i.e. mean-split technique) and then use a multi-group approach for analysis (Ro, 2012).

One example of tourism research using moderation within a SEM analysis includes examining the moderating effect of perceived value on the relationship between

trip quality and overall satisfaction for tourists in Taiwan (Chen & Tsai, 2007). Other research has used dichotomous moderating variables such as gender in conducting this type of research, specifically on the relationship between various hotel service quality dimensions and satisfaction (Suki, 2014). In the study by Suki (2014), only Reliability and Empathy were found to be significant for both males and females.

Past tourism research has also taken continuous variables and turned them into categorical variables for moderation analysis as discussed in Ro (2012). One study classified involvement into a high and low category and looked at its moderating effect on internet travel advertising design and internet travel advertising attitude, and purchase intention. A moderating effect existed for all three tested paths (Rasty, Chou, & Feiz, 2013). A similar dichotomous variable was classified in festival research at the 2009 Shanghai International Tea Culture Festival, testing the moderating variable of festivalscape on festival tourist emotion, perceived value, and behavioral intentions (Yang, Gu, & Cen, 2011).

Hypothesis Development

The objective of this study is to examine the role of moderating variables of years as a volunteer, volunteer work area, age, and education on the four constructs for this research: self-image congruency, motivation, satisfaction, and intent to return. It was proposed that adding image congruity will provide insight into how to more effectively use volunteers through a more advanced understanding of volunteers, specifically their motivation, satisfaction, and intent to return as a volunteer (Figure 5.1). For this research study, the structural model used by Bachman, Hopkins, & Norman (2014a, in-review)

and Bachman, Norman, Backman, & Hopkins (2014b) was modified with the addition of moderating variables (Figure 5.1) to answer the following research questions and hypothesized paths:

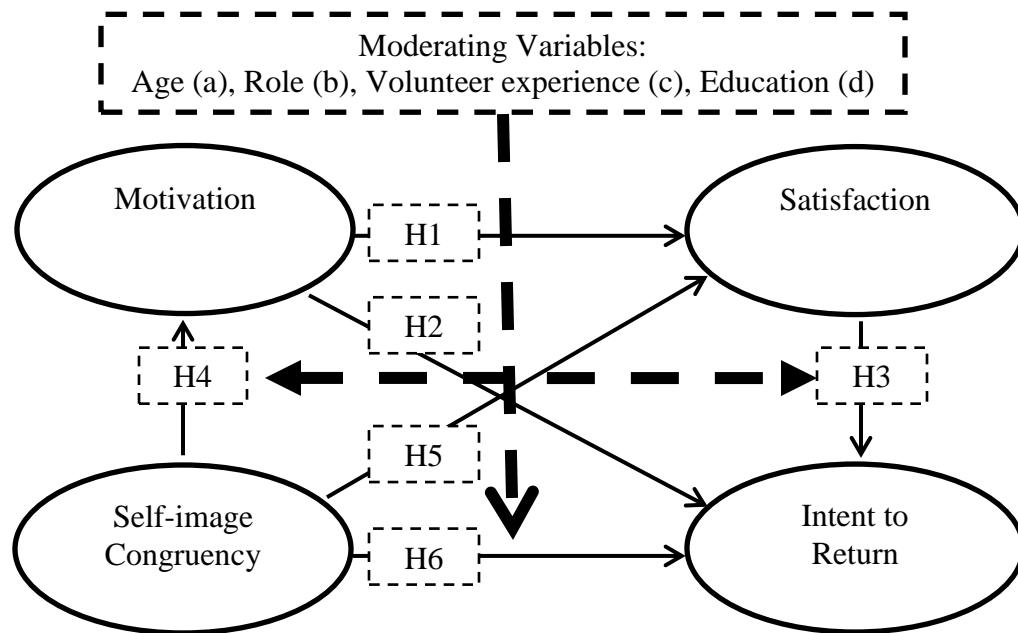


Figure 5.1: Volunteerism Conceptual Model with Moderating Variables

Do variables moderate the relationships in the proposed volunteerism model? To what extent do these moderating variables affect those relationships? Four moderating variables will be used in the model. They are:

Age: Research from Strigas & Jackson (2003) examined demographics and motivations in sport volunteerism at a marathon in Tallahassee, Florida. The discussion included a call for examining the role of age in differences associated

in continuing to volunteer. A similar call which related to motivation related to age was made by Pauline & Pauline (2009).

Volunteer role: As seen in Table 5.1, there are four categories of roles for volunteers at the study festival. In research by Houle, Sagarin, and Kaplan (2005), future research suggestions included relating VFI motivation scores to task selection for volunteers in the festival and event industry as it relates to satisfaction and future intentions. For this study, volunteer roles were grouped into roles that included direct interaction with attendees (Patron Services & Kids) and those that did not (Environmental & Access).

Table 5.1

Volunteer Categories and Roles at Study Festival

Patron Services	Kids	Environmental	Access
Volunteer HQ Backup Greeters Info/Lost & Found Program Distribution Chair Check	Tag a Kid Kids Activities	R&R centers Green Team Aqua Team	Access Center Viewing Platforms

Years of volunteering at study site: Research has shown that differences in prior volunteer experience may make a difference in future volunteer intentions (Ralston, Lumsdon, & Downward, 2005). In the study by Ralston et al. (2005), respondents were segmented into those who had previous volunteer experience and those who did not. This study with operationalize this variable identically, splitting ACL volunteers into first-time ACL volunteers and returning ACL

volunteers. Although no significant differences were found in Ralston et al. (2005), the authors did call for research to be completed in additional festival and event contexts.

Education Level: Previous research on volunteers at a Norwegian Jazz Festival used education as a variable in multiple regression and found that there was low correlation between education and intent to return of volunteers. It has been included in this analysis as a potential moderating variable due to the model in this study being analyzed through a structural equation approach instead of a multiple regression approach. As such, groups will be split between those who have a college degree and those who do not to roughly reflect a mean split in education. This technique has been used in moderation analysis in the tourism literature previously (i.e. Yang, Gu, & Cen, 2011). This strategy allows examination of this variable in reference to self-concept theory to determine if education level is a moderator in the paths that include self-image congruency.

From these moderating variables, the twenty-four Hypotheses (Figure 5.1) are:

Hypothesis 1a: Age moderates the relationship between Volunteer Motivation and Satisfaction

Hypothesis 1b: Volunteer role moderates the relationship between Volunteer Motivation and Satisfaction

Hypothesis 1c: Years of volunteering at the study festival moderates the

Relationship between Volunteer Motivation and Satisfaction

Hypothesis 1d: Education level of volunteers at the study festival moderates the

Relationship between Volunteer Motivation and Satisfaction

Hypothesis 2a: Age moderates the relationship between Volunteer Motivation and

Intent to Return

Hypothesis 2b: Volunteer role moderates the relationship between Volunteer

Motivation and Intent to Return

Hypothesis 2c: Years of volunteering at the study festival moderates the

relationship between Volunteer Motivation and Intent to Return

Hypothesis 2d: Education level of volunteers at the study festival moderates the

relationship between Volunteer Motivation and Intent to Return

Hypothesis 3a: Age moderates the relationship between Satisfaction and

Intent to Return

Hypothesis 3b: Volunteer role moderates the relationship between Satisfaction

and Intent to Return

Hypothesis 3c: Years of volunteering at the study festival moderates the

relationship between Satisfaction and Intent to Return

Hypothesis 3d: Education level of volunteers at the study festival moderates the

relationship between Satisfaction and Intent to Return

Hypothesis 4a: Age moderates the relationship between Self-Image Congruency

and Volunteer Motivation

Hypothesis 4b: Volunteer role moderates the relationship between Self-Image
Congruency and Volunteer Motivation

Hypothesis 4c: Years of volunteering at the study festival moderates the
relationship between Self-Image Congruency and Volunteer Motivation

Hypothesis 4d: Education level of volunteers moderates the
relationship between Self-Image Congruency and Volunteer Motivation

Hypothesis 5a: Age moderates the relationship between Self-Image Congruency
and Satisfaction

Hypothesis 5b: Volunteer role moderates the relationship between Self-Image
Congruency and Satisfaction

Hypothesis 5c: Years of volunteering at the study festival moderates the
relationship between Self-Image Congruency and Satisfaction

Hypothesis 5d: Education level of volunteers moderates the relationship between
Self-Image Congruency and Satisfaction

Hypothesis 6a: Age moderates the relationship between Self-Image Congruency
and Intent to Return

Hypothesis 6b: Volunteer role moderates the relationship between Self-Image
Congruency and Intent to Return

Hypothesis 6c: Years volunteering at the study festival moderates the relationship

between Self-Image Congruency and Intent to Return

Hypothesis 6d: Education level of volunteers at the study festival moderates the relationship between Self-Image Congruency and Intent to Return

Method

The study site for this study was the Austin City Limits Music Festival (ACL) in Zilker Park in Austin, Texas. The festival occurred on Friday through Sunday on two weekends October 4-6 & 11-13, 2013 and attracted over 75,000 attendees per day over an area of 46 acres which held eight stages. The festival has occurred annually since 2002 but was the first to be split over two weekends as opposed to being conducted over one four day period. Due to rainy conditions and flooding in the Austin area, all performances on Sunday, October 12th were cancelled. Pro-rated refunds were issued to all ticket holders after the event.

The volunteer program in 2013 consisted of a crew of 838 registered volunteers, 727 of which officially completed volunteer work. Primarily only residents in the Austin area were eligible to apply to become a volunteer. Preference was given to volunteers who could work all days of both weekends. For all volunteers, a non-refundable \$10 application fee was charged regardless of whether or not a person was selected to be in the volunteer program. This was the only financial commitment a volunteer was required to make for the festival. In exchange for their \$10 application fee and four hours of work each day, volunteers received free entry to the festival on every day they worked, a volunteer t-shirt to be worn during each every shift, and one food coupon (one for the festival, not one per day).

Survey administration was conducted by C3 Presents staff in coordination with the principle investigators. Volunteers who only participated in the first weekend were e-mailed the survey on the Friday following the first weekend (October 10th). All volunteers regardless of when they volunteered were e-mailed following the event on Wednesday, October 15th and then again two weeks later.

Of the total eligible volunteer population of 737, 209 (28.4%) volunteers fully completed the survey through the Qualtrics survey administration system. The survey was set to not allow missing data as volunteers went through the survey. After examining normality of data, three outliers existed and were removed from the data set. This resulted in a total of 206 usable surveys for analysis.

The survey included a total of 63 questions. The survey began with questions related to volunteer role and experience. Respondents were then asked to assess actual, ideal, social, and ideal-social self-image congruency in regard to the festival. Semantic differential questions relating to the festival's image were followed by the items from the Volunteer Function Inventory (Clary et al., 1998) to assess volunteer motivation and the volunteer satisfaction questions adapted from the Volunteer Function Inventory for Austin City Limits. Scale refinement from Bachman et al. (2014a, in-review), which refined motivation and satisfaction factors to three items each using modification indices (Hair, Black, Babin, & Anderson, 2009) was used in the model.

After the VFI panel of questions, continuance commitment, or the likelihood of a person to return as a volunteer was assessed. This measure consisted of three items associated with behavioral intent using a seven-point semantic differential scale for

responses ranging from strongly negative to strongly positive (Dodds, Monroe, & Grewal, 1991). This measurement has been adapted recently in the business literature examining the role of religiosity in non-profit advertisements (Hopkins, Shanahan, & Raymond, 2014) and the use of actor-portrayal labels in anti-smoking advertisements (Shanahan, Hopkins, & Carlson, 2008).

The final section asked respondents about other volunteer experiences in a large music festival context as well as in a general context as well as descriptive and demographic questions including year born, zip code, amount of time living in the Austin area, sex, education level, employment status, and income. The survey took most respondents between four and twelve minutes to complete. Respondents were given no incentive to complete the study and were specifically instructed that their participation and response would remain anonymous.

Data Analysis

The structural equation model procedure for determining moderation using multiple group analysis from Figure 1 was run four times in AMOS 21.0: once with each of the four moderating variables: age, volunteer role, years volunteering at ACL, and education level (Hair, Black, Babin, & Anderson, 2009). This analysis technique is used to examine “whether or not components of the measurement model and/or the structural model are invariant across different groups” (Byrne, 2001, p. 173).

In the case of this research, the testing occurred in the path components of the structural model presented in Figure 5.1. Each moderating variable was dichotomous, allowing comparison over two structural equation models. The first model was examined

without constrained path coefficients between the two degrees of each moderating variable. The second model was examined with constrained path coefficients in each of the six paths between the two degrees of each moderating variable. The chi-square difference between the unconstrained model and the model run with only one path constrained was calculated and then assessed to determine if each path in the structural model was invariant between the two degrees of each moderating variable. To ensure that the multiple group structural equation models were appropriate in this study, goodness-of-fit tests were run for each set of moderating variable analyses. Goodness-of-fit statistics included the degrees of freedom ratio (χ^2/df), comparative fit index and incremental fit index (Bentler, 1992), and root mean square error of approximation (RMSEA).

Results and Discussion

Descriptives

Table 5.2 summarizes descriptives of study respondents. In terms of years volunteering at Austin City Limits, 56.3% of respondents had not volunteered at Austin City Limits prior to 2013. The proportion for all 737 volunteers in the study population who were first-year volunteers in 2013 was 59.7% according to festival organizers.

In terms of sex, the majority of respondents were female (68.3%). According to the Bureau of Labor Statistics (2012), women volunteer more often than men at an overall percentage of 29.5% versus 23.2%. For age, the mean respondent age was 34.52 years. 29.6% were between the ages of 18-24, 23.1% were between 25-34, 24.1% were between 35-44, and 23.2% were over 44 years of age. The youngest respondent was 18

years old and the oldest respondent was 64 years old. Respondents were well educated, as 99.5% of respondents had at least a high school degree, and 59.5% had received at least some college or technical school education.

Table 5.2
General Characteristics of Survey Respondents (n=206)

Characteristic	Percent
Years Volunteering at Austin City Limits	
One	56.3
Greater than One	43.7
Sex	
Male	31.7
Female	68.3
Age	
18-24	29.6
25-34	23.1
35-44	24.1
45+	23.2
Education	
Some high school or less	0.5
High school graduate	4.4
Some college/Technical school	35.6
University graduate	43.4
Post-Graduate degree	16.1
Employment Status	
Employed Full-time	54.6
Employed Part-time	7.8
Self-employed	6.8
Student	23.4
Retired	0.5
Unemployed	6.8

Table 5.3
Percent Geographic Distribution of Respondents by Region

Location	Volunteer Population (n=838)	Respondent Profile (n=206)
----------	---------------------------------	-------------------------------

Central Austin	42.1	29.8
South Austin	24.3	31.8
North Austin	22.5	26.3
Other	11.1	12.1

For employment, 6.8% of respondents were unemployed and 54.6% were employed full time. 23.4% of respondents were students at some level of post-secondary education. In terms of geographic distribution of volunteers, the research team was granted access to the zip codes of the 838 registered volunteers. Unfortunately, there was no means to determine which zip codes were linked to the 727 volunteers who completed volunteer work and the 111 who did not. In comparing the geographic distribution of registered volunteers to the survey respondents (Table 5.3), differences between observed and expected proportions of home location of volunteers might exist due to the differences between school and legal zip codes for college students in the Austin area. Of the 12% of respondents from outside of the Austin area, 75% were of college age (18-21 years old).

After running each moderating variable through the SEM model, results showed good overall model fit. The ratio of χ^2 to the degrees of freedom ($\chi^2/df < 2.00$) is within guidelines for all models (Wheaton, Muthen, Alwin, & Summers, 1977). The RMSEA of each model falls under the stringent upper limit of .070 (Steiger, 2007) and the IFI and CFI values approach acceptable ranges as well (Hu & Bentler, 1995).

For the paths related to age, differences amongst younger and older volunteers existed. As seen in Table 5.4, all six paths were significant for the younger volunteers (18-34 years old). For older volunteers (35 years old or older), only the paths between

motivation and satisfaction and between self-image congruency and motivation were significant. In terms of moderating relationships, the path between self-image congruency and satisfaction was moderated by age ($p=.034$).

Table 5.4
Structural Parameter Estimates & Invariance Testing among Volunteer Age

Path	18-34 years old	35+ years old	Chi- Square Diff.	P- Value	Hypo- thesis
	Standardized Coefficient	Standardized Coefficient			
H1a MOT -> SAT	.48***	.57***	0.029	0.865	Reject
H2a MOT -> INT	-.29*	-.20	0.177	0.674	Reject
H3a SAT -> INT	.40***	.14	0.844	0.358	Reject
H4a SIC -> MOT	.49***	.48***	0.148	0.700	Reject
H5a SIC -> SAT	.25**	-.02	4.480	0.034	Support
H6a SIC -> INT	.24*	.14	0.244	0.621	Reject

MOT = Motivation, SAT = Satisfaction,
INT = Intent to Return, SIC = Self-image Congruency

Fit Statistics: $\chi^2=1083.197$, $df=664$ $\chi^2/df=1.63$, RMSEA=.056, IFI=.903, CFI=.901

* $p<.05$; ** $p<.01$; *** $p<.001$

For the paths related to volunteer role, mixed results were found (see Table 5.5). For volunteers who had direct contact with attendees (those in Patron Services or Kids roles, see Table 1), significant paths between motivation and satisfaction and self-image congruency and motivation were found. These were the same paths found significant in the older group of volunteers in Table 4. For volunteers who did not have contact with attendees (Environment or Access roles), all paths except motivation to intent to return and self-image congruency and intent to return were significant. This means that the only path showing a significant positive relationship related to intent to return for volunteers with no direct contact with attendees is between satisfaction and intent to return.

For moderation with volunteer role, the relationship between self-image congruency and satisfaction is moderated by volunteer role ($p=.039$). Support for volunteer role moderating the relationship between motivation and satisfaction was partially supported with a p -value of .062.

Table 5.5

Structural Parameter Estimates & Invariance Testing among Volunteer Role

Path	Direct Contact w/Attendees	No Direct Contact w/attendees	Chi- Square Diff.	P- Value	Hypo- thesis
	Standardized Coefficient	Standardized Coefficient			
H1b MOT -> SAT	.65***	.43***	3.484	0.062	P. Support
H2b MOT -> INT	-.22	-.26	0.010	0.920	Reject
H3b SAT -> INT	.22	.35*	0.702	0.402	Reject
H4b SIC -> MOT	.51***	.41***	0.385	0.535	Reject
H5b SIC -> SAT	-.01	.33***	4.261	0.039	Support
H6b SIC -> INT	.19	.17	0.029	0.865	Reject

MOT = Motivation, SAT = Satisfaction, INT = Intent to Return,
 SIC = Self-image Congruency; Direct Contact included Patron Services & Kids,
 No Direct Contact included Environmental & Access; * $p<.05$; ** $p<.01$; *** $p<.001$
 Fit Statistics: $\chi^2=1044.712$, $df=664$ $\chi^2/df=1.57$, RMSEA=.053, IFI=.908, CFI=.906

For all six paths in the volunteer understanding model, volunteer experience did not moderate any relationships. There was no difference as a result of being a new or return volunteer at the study festival. Standardized coefficients for each path were nearly identical between the new and returning volunteer groups as well with the only paths of note being the relationship between satisfaction and intent to return (significant for new volunteers and non-significant for return volunteers) and between self-image congruency and intent to return (non-significant for new volunteers and significant for return

volunteers). This indicates that volunteer experience has no effect on any of the relationships in the model.

The moderating variable that was significant on the most number of paths was in the education level of volunteers. Education level moderates the relationship between motivation and satisfaction, self-image congruency and satisfaction, and self-image congruency and satisfaction.

Table 5.6

Structural Parameter Estimates & Invariance Testing among Volunteer Experience

Path	New Volunteer	Returning Volunteer	Chi- Square Diff.	P- Value	Hypo- thesis
	Standardized Coefficient	Standardized Coefficient			
H1c MOT -> SAT	.55***	.55***	0.677	0.411	Reject
H2c MOT -> INT	-.24	-.27	0.058	0.810	Reject
H3c SAT -> INT	.32*	.18	0.040	0.841	Reject
H4c SIC -> MOT	.46***	.47***	0.834	0.361	Reject
H5c SIC -> SAT	.12	.20	0.009	0.924	Reject
H6c SIC -> INT	.15	.29*	0.260	0.610	Reject

MOT = Motivation, SAT = Satisfaction,
INT = Intent to Return, SIC = Self-image Congruency

Fit Statistics: $\chi^2=965.396$, $df=664$ $\chi^2/df=1.45$, RMSEA=.047, IFI=.925, CFI=.924

* $p<.05$; ** $p<.01$; *** $p<.001$

In terms of the significance of paths among each group, those without a college degree had only three significant paths. Self-image congruency influences motivation, self-image congruency influences satisfaction, and satisfaction positively influences intent to return. For those with a college degree or higher, five of six paths were significant. The path that was not significant demonstrates that for those volunteers with a college degree, self-image congruency did not influence satisfaction.

Table 5.7

Structural Parameter Estimates & Invariance Testing among Education of Volunteers

Path	No College Degree	College Degree or Higher	Chi-Square Diff.	P-Value	Hypothesis
	Standardized Coefficient	Standardized Coefficient			
H1d MOT -> SAT	.14	.68***	5.982	0.014	Support
H2d MOT -> INT	.00	-.35*	1.507	0.220	Reject
H3d SAT -> INT	.34*	.29*	0.470	0.493	Reject
H4d SIC -> MOT	.48***	.44***	0.372	0.542	Reject
H5d SIC -> SAT	.49***	.04	7.477	0.006	Support
H6d SIC -> INT	-.16	.27**	4.120	0.042	Support

MOT = Motivation, SAT = Satisfaction, INT = Intent to Return, SIC = Self-image Congruency

Fit Statistics: $\chi^2=969.159$, $df=664$ $\chi^2/df=1.46$, RMSEA=.047, IFI=.924, CFI=.922

* $p<.05$; ** $p<.01$; *** $p<.001$

Conclusions & Recommendations

From a theoretical standpoint, the inclusion of self-image congruency in this model and analysis has implications for volunteer understanding. Four of the five significant moderating relationships in this study involved self-image congruency. This indicates that by adding self-image congruency to the model of volunteer understanding, an additional level of complexity than can further volunteer understanding exists.

For age, previous sport volunteerism studies (Strigas & Jackson, 2003; Pauline & Pauline, 2009) called for additional examination of age in research studies in the context of motivation and intent to return. For younger volunteers at ACL, all six paths were found to be significant, indicating total model support for younger volunteers.

Considering past research by Bachman et al. (2014a) had an almost exclusive population

of younger volunteers, support for this model in the context of younger volunteer populations is strong.

It was found that age moderates the relationship between self-image congruency and satisfaction. The relationship was significant for younger volunteers and insignificant for older volunteers. This indicates that self-image congruency is more important for younger volunteers than older volunteers. Festivals need to take this into account in preparations of marketing and recruiting younger volunteers in order to have more satisfied volunteers and a more successful volunteer program and festival.

The second variable under examination was that of volunteer role. Following direction by Houle et al. (2005), the Volunteer Function Inventory motivation scores from Clary et al. (1998) were used to compare role to satisfaction and intent to return. Partial support for the moderating of role in the relationship between motivation and satisfaction was found. Those who had direct contact with attendees in their volunteer role had an augmented relationship between motivation and satisfaction. This indicates that those volunteers who have higher motivations should be put into a role where they have direct interaction with attendees.

Going one step further, with the inclusion of self-concept theory in this study, an additional layer of understanding was found. Volunteer role moderated the relationship between self-image congruency and satisfaction. Those who did not have direct contact with attendees had a augmented relationship between self-image congruency and satisfaction. From a practical standpoint, this indicates festival organizers should put those volunteers who have high self-image congruency in roles that do not have direct

contact with attendees. These are likely volunteers who strongly self-identify with the festival and enjoy helping the festival operate “behind the scenes”.

From a standpoint of examining first-time versus experienced festival volunteers, the rejection of all moderating hypotheses related to this variable is not uncommon. This research found similar results to volunteer studies examining mega sport event volunteerism (Ralston et al., 2005) and answers the call to further explore this variable in other volunteer contexts. However, it is important to note that the results from the structural equation model still enhance volunteer understanding. For new volunteers the only variable significantly influencing intent to return was satisfaction; for returning volunteers it was self-image congruency. This indicates that returning volunteers are more likely to continue to return if they find the festival to reflect a similar image as they see in themselves. For new volunteers, it is more important to have a satisfying experience to get them to return for a second year. Providing first-year volunteer incentives or programs could enhance the festival’s probability of retaining new volunteers.

In terms of education, a common question asked in volunteer applications, motivation was found to have an influence on satisfaction and self-image congruency has an influence on intent to return only for those with a college degree. The corollary to this is that motivation does not have a significant influence on satisfaction and self-image congruency does not have a significant influence on intent to return for those who do not have a college degree.

Practically speaking, satisfaction (not motivation or self-image congruency) is the only factor that directly influences intent to return for volunteers. Future research should examine what elements lead to intent to return for those without a college degree. Both factors that lead to satisfaction, motivation and self-image congruency, are moderated by education. Although partially contradictory to findings from Elstad (2003), these results provide evidence that education level could play a more important part in determining satisfaction and intent to return as a volunteer than previously indicated.

As a whole, this study demonstrates the increased complexity and understanding that results from the inclusion of self-concept theory into the model of how volunteers are understood. It also provides further support for claims made of the diversity of volunteers across many agencies inside and outside of the tourism system. Further research needs to examine this discovered complexity in other tourism-based volunteer contexts. Determining which moderating variables have similar results across festival types might assist in finding common characteristics of volunteer programs across the spectrum as well as what factors in volunteer understandings are uniquely different between volunteer programs spanning a variety of sizes, themes, and locations.

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CHAPTER SIX

A SEGMENTATION OF VOLUNTEERS AT THE
2013 AUSTIN CITY LIMITS MUSIC FESTIVAL

*Focused for *Journal of Travel & Tourism Marketing*

Abstract

Volunteers at music festivals play a critical role in festival operation and success. Developing strategies to market to, recruit, select, and train volunteers are of paramount importance. Little research concerning typologies of volunteers in a variety of contexts has been completed, especially within the festival and event industry. The ability to discover what types of volunteers are motivated, satisfied, and likely to return allows festivals to operate volunteer programs with increased efficiency and success. As the music festival continues to grow at a rapid rate, the ability for these large productions to effectively execute a large volunteer program is augmented. As a result, obtaining a greater understanding of the variety of volunteers that apply for and ultimately complete volunteer work is necessary. In this study, the addition of self-image congruency provides an additional context from which to view volunteer segments. Volunteers from the 2013 Austin City Limits Music Festival, most of which were from the Austin area, were surveyed in regards to their self-image congruency, motivation, satisfaction, and intent to return as a volunteer at the festival. A cluster analysis based off of the four aspects of self-image congruency was completed, resulting in three distinct clusters (named

Harmonizers, Experiencers, and Discordants). Additional Multivariate Analysis of Variance and Chi-Square tests were conducted to determine specific differences in a variety of categories. The resulting profiles of these three clusters have significant practical implications for festival management in terms of what type of person to market to and accept for volunteer work. Academic implications also exist with the addition of self-image congruency and further discovery of volunteers in the festival and event industry.

Introduction

Music festivals are intangible and experiential in nature (Colbert, 2007). An important differentiating factor of music tourism compared to other forms of arts and heritage tourism is in the 'elitist' status for arts and heritage tourism. Arts and heritage tourism is often thought of as a form of tourism that only the wealthy can afford to consumer (Gibson & Conell, 2005). However, music tourism is more available to the masses. It is difficult to define a music tourist, as the variety of experiences, consumers, and locations varies far too great to define a music tourist singularly.

As a result, contemporary marketing must be used and finding consumers who appreciate the product is important. Despite the fact that music events are extremely popular and are continuing to increase in popularity, research examining attendee motivation in a music context is scant (Oakes, 2003). Both Oakes (2003) and Bowen and Daniels (2005) highlight the use of knowing attendee motivation to obtain sponsorships and although there is no direct parallel from volunteers to attendees, the recognition of a

lack of research concerning groups of people associated with music events in both of these studies contributes to the need for this research.

Studying music festival volunteers allows a better understanding of one group (volunteers) that a music festival must market to. Examining volunteerism at festivals from a recruitment standpoint is important. A direct effect between marketing effectiveness and festival success has been found (Lee, Lee, Lee, & Babin, 2008). Additionally, it has been shown that marketing builds relationships with all stakeholders, including volunteers in a festival environment (Getz, 1997). Marketing also should have congruence between self-concept and the totality of offerings (i.e. food, music, arts) from that festival (Getz, Andersson, & Larson, 2007; Lee et al., 2008). From that, it is proposed that the relationship building that occurs as a result of highly congruent marketing images has a profound impact on the effectiveness of a festival volunteer program. Knowing what a positive or negative attraction or experience is to a consumer, such as a music festival attendee or volunteer, is an essential piece of knowledge to understanding their motivation and behavior (Crompton, 1979; Dann, 1981; Fodness, 1994; Murphy, Benckendorff, & Moscardo, 2007). Research examining volunteers through the lens that they are indeed a vital subset of the attendee stakeholder of festivals is needed (Getz et al., 2007).

As such, the importance of understanding the link between volunteer interpretations of the images portrayed by a festival to volunteer effectiveness as a whole is needed and will be explored with this research using self-concept theory. From an applied perspective, this research will have implications toward volunteer recruitment,

marketing, performance, satisfaction and retainment. This research will determine segments that will assist in making more efficient efforts at marketing a higher quality and quantity of volunteers. This will develop a more in-depth understanding of volunteers, specifically as it relates to self-image congruency in the context of the festival and a volunteer's desired work area. Finally, the connections between experience, image and satisfaction leading to retention of volunteers will allow further insight toward the incentive systems and motivations of volunteer who ultimately let festivals and events expand the quantity and diversity of their services without creating budgetary constraints (Clark & Wilson, 1961; Cnaan & Goldberg-Glen, 1991; Knoke & Wright-Isak, 1982).

The segmentation base for music festival volunteers will be made using all four aspects of self-image congruency as seen in research by Sirgy, Grewal, and Mangleburg (1997): Actual, Ideal, Social, & Ideal-Social. Research by Catano, Pond, and Kelloway (2001) has shown that the factors behind volunteer commitment are reliant on the setting and environment of a volunteer. It is necessary to split up groups of volunteers and look at each one as different from another (Callow, 2004). The aim of this study is to provide a more comprehensive view of volunteerism that can assist the festivals and events industry, among others, in improving the efficiency and effectiveness of volunteer programs.

Literature Review

Festivals

Why do festivals exist? Fundamentally, humans have a need for social and economic exchanges (Getz, 2012). Planned events help satisfy this need and are one of

the key building blocks of society through their symbolic meanings. Through time, they have also been used as vehicles for change in public, corporate, and industry business. Festivals help preserve culture and history and provide recreation and leisure opportunities (Long & Perdue, 1990). The cultural element of festivals offers opportunities for education which leads to understanding and tolerance of other cultures (Douglas & Derrett, 2001). The recreation and leisure element of festivals allows for socialization, escape from norms, and affirmation of the nature of self. Getz (1997) concurs with this as he sees festivals as “an opportunity for a leisure, social and cultural experience outside the normal range of choices or beyond everyday experience” (p.4).

Festivals & Volunteers

Volunteering encompasses many different types of activities and participation for society at every level, spanning across socio-economic status, age, race, and background (Elstad, 2003). The presence of a volunteer force allows events to increase their quality and variety of offerings within budgetary constraints (Cnaan & Goldberg-Glen, 1991). As a whole, volunteering is valuable for both the organization offering the volunteer opportunity and the person volunteering. The organizational value economically is widely recognized (Kearney, 2002). Societal factors associated with volunteering such as social inclusion, learning through the life cycle, healthy living, and living an active lifestyle provide plentiful benefits for volunteers and humanity collectively.

Within festival and event management, volunteers play a critical role. From a broad standpoint, volunteers are essential to the economic success, visitor satisfaction and development of community support for events (Getz, 1991; Hollway, 2001; Waitt, 2003).

A majority events are dependent on volunteers to run effectively (Elstad, 2003). The cost to run events is a hefty one proportionate to the scale and complexity of each event. As a result, cost reduction is of paramount importance to event managers, and volunteers play a vital role and resource for most events (Monga, 2006). They can become integrated in operational strategy and keep event costs down (Love et al., 2011).

Recent research has examined impacts of volunteers outside of the direct role they have in festival operations. Using stakeholder theory, volunteer tourism, and literature on storytelling, research has demonstrated the impact volunteers can have in, dissemination of local knowledge and enthusiasm and passion for the local area (Olsson, Therkelsen, & Mossberg, 2013).

The combination of motivation, festivals and events, volunteerism, and a college-aged population has recently been studied (Wakelin, 2013). The study found nine different components of motivation and used the Delphi method to determine three categories of motivations for event volunteering for college students: altruism, semi-altruism, and reciprocal. This is consistent with the claim that motivations are very context specific across the festival and event industry (Farrell et al., 1998). This also is consistent with other studies that have demonstrated that free tickets and other tangible benefits are among the least motivating factors for students (Elstad, 2003).

Motivation

From the broadest standpoint, knowing what constitutes a positive or negative attraction is crucial to understanding motivation (Crompton, 1979; Dann, 1981; Murphy et al., 2007a). That knowledge is certainly applicable to the festival and event tourism

world. One of the early pioneering works was completed by Cnaan & Goldberg-Glen (1991) who studied volunteers in social service agencies in Philadelphia and Providence, Rhode Island. They concluded that volunteers do not act on a singular category of motives, and there are combinations of motivations that result in a rewarding volunteer experience. Motivations were calculated formulaically based on motivators such as altruism, social factors and egoism. It is important to note that the findings showed motivations that led to a rewarding experience spanned more than one category. Respondents in that study were not motivated by one specific motivational factor.

Seven years later, this finding was challenged in a study of volunteer motivation at the Canadian Women's Curling Championship (Farrell, Johnson, & Twynam, 1998). This study found motivations for volunteers were grouped into four components through a Factor Analysis: *purposive, solidary, external traditions and commitments*. The authors concluded that motivations for volunteers at events might be different compared to non-event settings as well as compared to other events of different types.

That claim was supported five years later by Strigas & Jackson (2003) with a study of volunteers at a marathon. In that study, a principle component factor analysis found five components of volunteer motivations: *material, purposive, leisure, egoistic and external*. This was different from the Farrell et al. (1998) study and corroborated the claim that motivations for volunteers at different types of events were not the same.

Many of the studies in volunteer motivation have also included a satisfaction element (Cnaan & Goldberg-Glen, 1991; Farrell et al., 1998; Love, Hardin, Koo, & Morse, 2011). Early studies such as Cnaan & Goldberg-Glen (1991) found an association

between level of satisfaction and intent to return as a volunteer in the future in a human services context. If volunteers found the experience satisfying, they would continue to volunteer. Farrell et al. (1998) found a link in a sport event context between volunteer satisfaction and consumer behavior. In consumer behavior, disconfirmation declares that satisfaction is created when there is a match between the rewards and costs of a purchase experience compared to the anticipated result of the purchase experience (Oliver, 1980). The anticipated result also included an element of previous satisfaction if the purchase in question was one previously made. According to Farrell et al. (1998), the concept of disconfirmation mirrors volunteer behavior; volunteers will continue to volunteer if they are satisfied. As soon as their actual experience is of lower satisfaction than their anticipated experience, they will be dissatisfied and not volunteer again.

Self-Concept Theory

Research supports that in marketing, using a person's perception of themselves, or self-concept, helps comprehend the preferences consumers make in choosing one product over another (Sirgy, 1982). It is not enough to just understand consumers' opinions of a product in terms of quantity or quality. The perception or image of the product from the consumer's point of view gives a deeper level of understanding. It is with this level of understanding that marketers can be most effective in promotional campaigns and recruiting, selecting, and retaining volunteers.

Self-concept was once studied as a one-dimensional construct of how one sees themselves (e.g., Bellenger, Steinberg, & Stanton 1976; Birdwell 1968; Green,

Maheshwari, & Rao, 1969). It has since been studied primarily from a multi-dimensional standpoint (Rosenberg, 1979) and consists of four different perspectives (Sirgy, 1982):

Actual self-image: The image one sees of themselves

Ideal self-image: The image one wants to see of themselves

Social self-image: The image that one believes others hold toward themselves

Ideal-Social self-image: The image that one would like others to hold

The reason that all four perspectives (actual, social, ideal, ideal-social) are used when measuring self-image congruency is that they are complementary instead of conflicting. These perspectives contribute to analysis and measurement ability rather than detract from them (Beerli, Díaz, & Martín, 2004).

This research will use self-concept theory to measure the multi-dimensional congruency of festival volunteer self-image using all four perspectives: the actual self, ideal self, social self, and ideal-social self (Malhotra, 1988; Maslow, 1954).

Festivals & Marketing

Another important stream of research in festival and event tourism has been in marketing. From a marketing standpoint, a link between self-image congruity and purchase intentions was made by Hung & Petrick (2011) in a tourism context related to travel constraints and travel intentions in the cruise industry. This research demonstrated the need for marketers to understand the potency of images related to self-image in order to be most effective. One example of this was that if cruise tourists identified their ideal self-image as 'fun', then a cruise 'fun' image should be portrayed in promotional materials to increase perceived self-congruity.

At the macro level, a festival's success depends on the effectiveness of its marketing (Lee et al., 2008). Festivals and events are unique because of their dual nature in marketing. First, they are often tourist attractions that use marketing techniques to draw attendees to the event itself. Without sufficient attendance, a festival will not be successful. Second, festivals and events as a singular entity are a marketing technique to attract visitors to the area in which the festival or event is occurring. They can enliven a locale and provide positive recognition for the area not only during the event itself, but for the rest of the year as well (Andersson & Getz, 2008). As a result, it is important to conduct relevant marketing research to festivals and events.

Research Questions

The objective of this research is to examine volunteerism at festivals from the standpoint of self-image congruency. This research examines if the same results from Lee et al. (2008) which found a connection marketing effectiveness and festival success between can be achieved by segmenting volunteers.

Market segmentation is one of the most powerful tools for marketers (Dolnicar & Leisch, 2003), and the relationship between image and various segments of volunteers has yet to be studied in detail. This is especially noteworthy considering it has been found that after segmenting tourist markets based on destination image, different segments had different perceptions of the same place (Dolnicar & Huybers, 2007; Leisen, 2001).

Additionally, it has been shown that marketing builds relationships with all stakeholders, including volunteers in a festival environment (Getz, 1997). As such, the

need research segmenting volunteers to provide insight into potential marketing techniques is needed.

The research questions associated with this study are: What segments of music festival volunteers exist based on the four dimensions of self-image congruency? If so, what differences among clusters within Volunteer Motivation, Self-image Congruency, Satisfaction, and Intent to Return as a volunteer at the study festival exist?

As a whole, it is expected that segments will demonstrate variable levels of ‘altruism’ amongst music festival volunteers similar to the study by Wakelin (2013). Segments will differ with respect to motivation, satisfaction, and intent to return. The four hypotheses associated with the cluster solution in this study are:

Hypothesis 1 (**H1**): The cluster solution will demonstrate that there are unique segments of music festival volunteers that have a different set of characteristics in terms of volunteer motivation.

Hypothesis 2 (**H2**): There are significantly different levels of motivation across the segments of volunteers at the study festival.

Hypothesis 3 (**H3**): There are significantly different levels of satisfaction across the segments of volunteers at the study festival.

Hypothesis 4 (**H4**): There are significantly different levels of intent to return as a volunteer across the segments of volunteers at the study festival.

Method

The study site for this study was the Austin City Limits Music Festival (ACL) in Zilker Park in Austin, Texas. The festival occurred on Friday through Sunday on two weekends October 4-6 & 11-13, 2013 and attracted over 75,000 attendees per day over an area of 46 acres which held eight stages. The festival has occurred annually since 2002 but was the first to be split over two weekends as opposed to being conducted over one four day period. Due to rainy conditions and flooding in the Austin area, all performances on Sunday, October 12th were cancelled.

The volunteer program in 2013 consisted of a crew of 838 registered volunteers, 727 of which officially completed volunteer work. Applicants must have resided in or been associated in some way (i.e. college students) with the Austin area to apply to become a volunteer. Preference was given to volunteers who could work all days of both weekends. Volunteers received free entry to the festival on every day they worked, a volunteer t-shirt worn during each every shift, and one food coupon.

Survey administration was conducted by C3 Presents staff in coordination with the principle investigators. Volunteers who only participated in the first weekend were e-mailed the survey on the Friday following the first weekend (October 10th). All volunteers regardless of when they volunteered were e-mailed following the event on Wednesday, October 15th and then again two weeks later.

Of the total eligible volunteer population of 727, 209 (28.4%) volunteers fully completed the survey through the Qualtrics survey administration system. The survey was set to not allow missing data as volunteers went through the survey. A scatter plot was used to examine normality and identify any potential outliers that could skew the cluster analysis. Three cases existed and were removed from the data (Hair, Black, Babin, & Anderson, 2009). This resulted in a total of 206 usable surveys for analysis.

The survey included a total of 63 questions. The survey began with questions related to volunteer role and experience. Respondents were then asked to assess actual, ideal, social, and ideal-social self-image congruency in regard to the festival (Figure 6.1). Semantic differential questions relating to the festival's image continued followed by the thirty items from the Volunteer Function Inventory (Clary et al., 1998) to assess volunteer motivation and the five volunteer satisfaction questions adapted from the Volunteer Function Inventory for Austin City Limits.

Take a moment to think about Austin City Limits. Think about the kind of person who typically visits ACL. Imagine this person in your mind and then describe this person using one or more personal adjectives such as classy, poor, stylish, masculine, sexy, old, athletic, or whatever personal adjectives you can use to describe the typical person at ACL. Once you've done this, indicate your agreement or disagreement to the following statement:

“People who attend ACL are consistent with how I see myself” [Actual Self-Image]

Strongly Disagree Strongly Agree

1 2 3 4 5 6 7

“People who attend ACL are consistent with how I want to see myself” [Ideal]

Strongly Disagree Strongly Agree

1 2 3 4 5 6 7

“People who attend ACL is consistent with how others see myself” [Social]

Strongly Disagree Strongly Agree

1 2 3 4 5 6 7

“People who attend ACL is consistent with how want others to see myself” [Ideal Social]

Strongly Disagree Strongly Agree

1 2 3 4 5 6 7

Figure 6.1: Assessing Self-image Congruency

The Volunteer Function Inventory (VFI) created by Clary et al. (1998) conceptualizes the complicated motives that underlie volunteer motivation. It is one of the most well-known and respected models in the field and represents the most extensive and appropriate set of scales for assessing motives of volunteers (Okun, Barr, & Herzog, 1998). The Volunteer Function Inventory has been used in motivational measurements in assessing marathon volunteer motivations (Strigas & Jackson, 2003). The VFI was called “one of the most predominant pieces of research in recent years, widely accepted by psychologists and specialists of the discipline” (p. 115). The process used in Strigas & Jackson (2003) was then used in research examining volunteer motivations at a PGA

Tour golf event (Love et al., 2011). The VFI was also the foundation of a motivational scale used in assessing volunteer motivation at the Star Choice World Junior Curling Tournament (Twynam, Farrell, & Johnson, 2002).

A total of thirty items exist in the VFI. These thirty items measure six different motivational factors. Each motivational factor has five items in the VFI to measure the factor. Each item uses a seven point Likert scale ranging from 1 = 'Not at all important or not accurate' to 7 = 'Extremely important or accurate'. The six factors are: Values, Understanding, Social, Career, Protective, and Enhancement. The items are not listed in order on the survey, but rather mixed together.

After the VFI panel of questions, continuance commitment, or the likelihood of a person to return as a volunteer was asked. The final section asked respondents about other volunteer experiences in a large music festival context as well as in a general context as well as descriptive and demographic questions including year born, zip code, amount of time living in the Austin area, sex, education level, employment status, and income. The survey took most respondents between four and twelve minutes to complete. Respondents were given no incentive to complete the study and were specifically instructed that their participation and response would remain anonymous.

Results and Discussion

Descriptives

Table 6.1 summarizes descriptives of study respondents. In terms of years volunteering at Austin City Limits, 56.3% of respondents had not volunteered at Austin

City Limits prior to 2013. The proportion for all 737 volunteers in the study population who were first-year volunteers in 2013 was 59.7% according to festival organizers.

The majority of respondents were female (68.3%), and the mean respondent age was 34.52 years. 29.6% were between the ages of 18-24, 23.1% were between 25-34, 24.1% were between 35-44, and 23.2% were over 44 years of age. The youngest respondent was 18 years old and the oldest respondent was 64 years old. Respondents were well educated, as 99.5% of respondents had at least a high school degree, and 59.5% had received at least some college or technical school education. For employment, 6.8% of respondents were unemployed and 54.6% were employed full time. 23.4% of respondents were students at some level of post-secondary education.

In terms of geographic distribution of volunteers, the research team was granted access to the zip codes of the 838 registered volunteers. Unfortunately, there was no means to determine which zip codes were linked to the 727 volunteers who completed volunteer work and the 111 who did not. In comparing the geographic distribution of registered volunteers to the survey respondents (Table 6.2), differences between observed and expected proportions of home location of volunteers might exist due to the

Table 6.1
General Characteristics of Survey Respondents (n=206)

Characteristic	Percent
Years Volunteering at Austin City Limits	
One	56.3
Greater than One	43.7
Sex	
Male	31.7
Female	68.3
Age	

18-24	29.6
25-34	23.1
35-44	24.1
45+	23.2
Education	
Some high school or less	0.5
High school graduate	4.4
Some college/Technical school	35.6
University graduate	43.4
Post-Graduate degree	16.1
Employment Status	
Employed Full-time	54.6
Employed Part-time	7.8
Self-employed	6.8
Student	23.4
Retired	0.5
Unemployed	6.8

Table 6.2
Percent Geographic Distribution of Respondents by Region

Location	Volunteer Population (n=838)	Respondent Profile (n=206)
Central Austin	42.1	29.8
South Austin	24.3	31.8
North Austin	22.5	26.3
Other	11.1	12.1

differences between school and legal zip codes for college students in the Austin area. Of the 12% of respondents from outside of the Austin area, 75% were of college age (18-21 years old).

Data Analysis

A cluster analysis was conducted using each of the four elements that make up self-image congruency: actual, ideal, social, and ideal social (Sirgy et al., 1997). Since

the survey instrument was gathered online using Qualtrics software and settings were used to not allow for respondents to skip questions, no missing data existed in the data set that was used in the analysis.

A hierarchical cluster analysis using Ward's method with square Euclidean distances was completed showing a 2 to 5 cluster solution. Table 6.3 presents the percentage of the sample in each cluster and in each set of groups (two to five). As the data shows, the four and five cluster solution have groups that have less than 5% of the sample. To ensure interpretable results, the three cluster solution was used.

Table 6.3
Percent of Sample within Each Cluster Solution

Clusters	Number of Groups			
	2	3	4	5
1	15	15	15	14
2	85	48	48	48
3		37	35	35
4			2	2
5				1

To confirm this solution, a Multivariate Analysis of Variance (MANOVA) was completed on the three-cluster solution to determine if significant differences existed between the three clusters. Significant differences between clusters were found (Wilks' Lambda = .143, $F = 81.867$, $p < .001$). This confirmed Hypothesis 1 (**H1**). Music festival volunteers can be segmented into groups with different characteristics in terms of volunteer motivation.

Individual ANOVAs were then run on each of the four self-image items. All four were significant, indicating that all four items were different across the three clusters

(Actual: $F=240.070$, $p<.001$; Ideal: $F=277.542$, $p<.001$; Social: $F=189.576$, $p<.001$; Ideal Social: $F=229.291$, $p<.001$). Finally, a Tukey HSD multiple comparison test was conducted to look at differences between individual clusters within each of the four image-congruency items. All were significant at $p<.001$ (Table 6.4).

Table 6.4
Within Group Means

Self-congruency Item	Cluster		
	A	B	C
Actual	2.76 ^a	4.96 ^b	6.19 ^c
Ideal	2.35 ^a	4.28 ^b	6.15 ^c
Social	2.66 ^a	4.08 ^b	6.04 ^c
Ideal-Social	2.52 ^a	4.00 ^b	5.99 ^c

Statements were measured on a 7-point scale
(1 = Not at all important/accurate, 7 = Extremely important/accurate);
different superscript letters indicate cluster differences at $p < .001$

Cluster A was called the *Discordants*. There were a total of 30 surveyed volunteers in this group (14.6%). This group showed neutral motivation for Values and Understanding, but low motivation on the other four factors. They had a mean score under 4 on the Social, Career, and Enhancement factors and a mean score under 3 on the Protective factors. This cluster was the significantly least motivated. It is possible that without extrinsic benefits, these people would not attend ACL as volunteers.

Cluster B was called the *Experiencers*. There were a total of 76 surveyed volunteers in this group (36.9%). This group showed high motivation in the Values and Understanding factors. On the other four motivational factors, this cluster scored relatively neutrally. Volunteers in this cluster wanted to experience ACL and were

motivated by the need to develop intrapersonal skills as well as serve other patrons at the festival through their volunteer work.

Cluster C was called the *Harmonizers*. This cluster consisted of 100 of the surveyed volunteers (48.5%). Volunteers in this cluster scored the highest among all motivation factors and were most motivated to volunteer for the Values, Understanding, Enhancement, and Values factors. Additionally, these volunteers had the highest satisfaction and highest intent to return.

Table 6.5 displays differences between the other factors in the survey across the three clusters. First, a Multivariate Analysis of Variance (MANOVA) was completed on the three-cluster solution using the six factors of motivation to confirm if significant differences existed between the three clusters. Significant differences between clusters were found (Wilks' Lambda = .791, $F = 4.086$, $p < .001$). Afterward, an ANOVA for each factor (Eight separate ANOVAs) were conducted on the measures in Table 6.5. This included the each of the six motivation dimensions from the Volunteer Function Inventory (Clary et al., 1998), satisfaction, and intent to return. All eight ANOVAs were significant. Tukey HSD multiple comparison tests were then conducted to look at differences between individual clusters.

For Motivation, the *Harmonizers* cluster had the significantly highest score on all six motivation factors. The *Experiencers* and *Discordants* clusters were significantly lower, but not statistically different from each other. This confirms Hypothesis 2 (**H2**): there are significantly different levels of Motivation amongst the clusters of volunteer types.

Table 6.5
Means of Clusters

Measures (ANOVA results)	Cluster A; <i>Discordants</i> (n = 30)	Cluster B; <i>Experiencers</i> (n = 76)	Cluster C; <i>Harmonizers</i> (n = 100)
Mot: Career (F=10.332, p<.001)	3.20 ^a	3.77 ^a	4.67 ^b
Mot: Social (F=8.960, p<.001)	3.52 ^a	3.53 ^a	4.49 ^b
Mot: Values (F=12.597, p<.001)	5.11 ^a	5.37 ^a	6.11 ^b
Mot: Understanding (F=12.609, p<.001)	5.02 ^a	5.31 ^a	6.02 ^b
Mot: Protective (F=13.573, p<.001)	2.77 ^a	3.09 ^a	4.19 ^b
Mot: Enhancement (F=18.620, p<.001)	3.97 ^a	4.35 ^a	5.52 ^b
Satisfaction (F=17.472, p<.001)	5.70 ^a	6.29 ^c	6.61 ^b
Intent to Return (F=3.150, p=.045)	4.95 ^a	5.80 ^b	6.00 ^b

Mot: Motivation; Statements were measured on a 7-point scale
(1 = Not at all important/accurate, 7 = Extremely important/accurate);
different superscript letters indicate cluster differences at $p < .05$

For Satisfaction, the *Harmonizers* cluster showed significantly higher levels of satisfaction. The *Discordants* cluster were least satisfied with their experience at Austin City Limits. This confirms Hypothesis 3 (**H3**): there are significantly different levels of Satisfaction among the clusters of volunteer types.

For intent to return as a volunteer, the *Harmonizers* cluster has the highest mean likelihood of returning as a volunteer at ACL in the future, the *Experiencers* cluster is in the middle, and the *Discordants* cluster indicated the lowest likelihood to return to volunteer at ACL in the future, there are no significant differences between groups ($p=.423$). This rejects Hypothesis 4 (**H4**): there are no significantly different levels of intent to return as a volunteer among the clusters of volunteer types.

Additional analysis in the form of Chi-square tests examining potential significant differences among descriptive variables for the clusters was completed. Most descriptive

variables were non-significant across clusters. Those included sex ($\chi^2=1.830$, $p=.400$), volunteer experience ($\chi^2=.413$, $p=.813$), volunteer role ($\chi^2=.277$, $p=.871$), years living in the Austin area ($\chi^2=2.792$, $p=.248$), age ($\chi^2=5.164$, $p=.523$), employment ($\chi^2=2.784$, $p=.595$).

Interestingly, education level (college educated or more compared to non-college educated) was the only significant descriptive variable ($\chi^2=7.513$, $p=.023$). According to the 2010 Census for Austin, Texas, 44.8% of adults over 25 years of age have at least a Bachelor's degree. Over eight out of ten (82.8%) *Discordants* had at least a college degree compared to 58.6% of *Harmonizers*, and 53.9% of *Experiencers*. *Discordants* were most likely to be most educated and *Harmonizers & Experiencers* were more likely to not be university graduates.

Conclusions and Recommendations

Based on the results of the cluster analysis and associated statistical results, a segmentation of volunteers at the 2013 Austin City Limits Music Festival exists. These results have practical implications toward the operations and marketing to volunteers for the festival as well as provide an insight into the role of self-image congruency in understanding music festival volunteers.

The development of three segments in this study (*Harmonizers*, *Experiencers*, *Discordants*) are similar to the three categories developed by Wakelin (2013) concerning college-aged populations and event volunteering. Although the study population in this current research is not that of solely college-aged students, nearly one-quarter of

respondents were college-aged students. The study population was also very educated and similar results might be attributed to that.

From outside of the festival and event industry, these results compare similarly to research on volunteer motivation segments in the American Zoological Society. In that study, three clusters of motives were found: *purposive/normative* (altruistic), *material* (self-interest), and *solidary/affective* (social). While the current study found an altruistic and self-interest motive cluster, socially-fueled motivations at ACL were not high, as the Social factor was the second-lowest of six motivation factors in the *Harmonizers* and *Experiencers* segments and fourth-lowest in the *Discordants* segment. This indicates that although claims that motivations are context specific, even within the festival and event industry (Farrell et al., 1998), there likely are common segments that exist regardless of context. Further research examining these potential commonalities across a variety of volunteer contexts is needed to explore this possibility.

Research on volunteer motivation is far more common than research on volunteer recruitment in the literature (Hager & Brudney, 2011). However, the results of this study using self-image congruency as the context of the cluster analysis also have operational impacts in reference to volunteer recruitment and marketing. From a general standpoint, understanding volunteer characteristics should help inform management as to the type of volunteers that participate in the program. Most specifically, organizations desire volunteers that are going to be more motivated to work, more satisfied with their volunteer experience, and more likely to return as volunteers. In the segmentation, the *Harmonizers* segment would be most desired by festival organizers, as they had highest

scores in self-image congruency, motivation, satisfaction, and intent to return. The *Experiencers* segment would be desired second, and the *Discordants* segment, with the lowest self-image congruency, motivation, satisfaction, and intent to return. The statistically different levels in intent to return between the *Discordants* segment and the *Harmonizers* and *Experiencers* segments indicate the true desirability in marketing to and recruiting *Harmonizers* and *Experiencers*.

Based on the Chi-Square analysis with descriptive variables, there are specific types of volunteers that should not be given preferential treatment through the volunteer application process. One variable that is not different among segments is whether or not a volunteer has been a volunteer at ACL before. This indicates that giving preference to repeat volunteers on that factor alone will not result in selecting volunteers in the *Harmonizers* or *Experiencers* segments. The same can be said for volunteer role or number of years living in the host area.

Future Research

Some demographic variables within clusters in this study show counter-intuitive results amongst segments. Descriptively, no significant difference among age existed. However, education was statistically significant in an inverse fashion: university graduates were more likely to be *Discordants* than non-university graduates. Using this information, festival management might be able to more precisely recruit and market to volunteers that are least similar to the *Discordants* profile. This is most in-line with the

project-based leisure category proposed by Stebbins (2013) and the *cause-serving* category proposed in leisure volunteering research by Parker (1997). The combination of leisure and volunteering in the context of festivals and events is an area for future research.

Another area requiring further research is through examining the variables in the current study over different volunteer contexts to determine the strength of the predictive nature of motivation. Considering the evidence across the literature highlighting the importance of volunteers in conducting successful events (Lee, Alexander, & Kim, 2013) it is imperative to continue development of volunteer research in the festival and event industry, including developing typologies and profiles of volunteer groups such as the one in this study.

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CHAPTER SEVEN

CONCLUSION

Major Findings

In terms of the model of understanding volunteers used in this study, there is statistically significant support from the model that self-image congruency positively influences motivation, satisfaction, and intent to return. This research extends the body of

knowledge in tourism, self-concept theory, volunteerism, and specifically festivals and events. Likewise, satisfaction positively influences intent to return. The addition of self-image congruency in the model demonstrates that when festival image is congruent with self-image of festival volunteers, the program will be more successful through higher satisfaction, and return rate among volunteers. Overall, inclusion of self-image congruency in the model improved the explanatory power of volunteers.

This finding indicates that self-concept theory does have a relevant role in volunteer research in a tourism context. From a management perspective, determining volunteer applicant self-image congruency through a similar measure used in this study will provide insight and predictive capabilities into a volunteer's future motivation, satisfaction, and intent to return. Although previous research has examined the role of self-concept qualitatively (Bowen & Daniels, 2005), this research provides the most extensive quantitative evidence for self-concept theory's inclusion in the conceptual development of this stream of research.

From a theoretical standpoint, further support comes from additional layers of information discovered with the inclusion of self-image congruency in the model when examining moderating variables. Four of the five significant moderating relationships in this study involved self-image congruency. This indicates that by adding self-image congruency to the model, an additional level of complexity exists that can further enhance our understanding of volunteers exists.

From a practical standpoint the cluster analysis demonstrated a segmentation of volunteers at the 2013 Austin City Limits Music Festival. The development of three

segments in this study (*Harmonizers, Experiencers, Discordants*) combined with additional MANOVA analysis and moderation analysis in the structural equation model provide festival organizers with a detailed level of guidance in reference to the recruitment, marketing, selection, and retainment of volunteers not previously known. In addition to the findings from the structural model, descriptive variable variables such as age, education, and volunteer role were shown to have moderating capabilities in reference to self-image congruency and satisfaction as a volunteer. As a whole, this research provides important theoretical, methodological, and practical findings to the tourism field, specifically in a large-scale festival context.

Implications

Theoretically, this study demonstrates the increased complexity and understanding that results from the inclusion of self-concept theory into the model of how volunteers are understood through the structural equation model in Chapter Four and the moderation analysis in Chapter Five. Boksberger & Dolnicar (2011) indicated the need to assess the applicability of self-concept theory in tourism contexts, indicating the potential benefit to the tourism industry both practically and theoretically. Therefore, the implications of this study reach beyond the volunteer and festival and event industry, providing further empirical support and justification for its inclusion in other areas of tourism research such as destination choice and the relationship between tourists and host communities.

Going outside of the tourism field, the segmentation results compare to other research on volunteer motivation segments (Wakelin, 2013) which found three similar

segments in a student event context. This indicates that although claims that motivations are context specific, some similarities both inside and outside tourism may exist. Claims made arguing differences in motivation across a diversity of volunteers across many agencies inside and outside of the tourism system need to be further researched.

Methodologically, the use of structural equation modeling instead of multiple regression provides an alternate and arguably improved way of examining the relationships among factors that affect volunteers. The use of structural equation modeling and the examination of moderating variables in this study allowed a more holistic view of relationships and how they relate to and affect each other. The moderation of four descriptive variables was able to be tested on each path individually, giving a more complex investigation into the relationships among self-image congruency, motivation, satisfaction, and intent to return as a volunteer.

The research line in this dissertation has practical implications to the festival and events industry specific to an event's ability to market the images it wishes to portray in reference to the volunteer programs that are of critical importance to event success. In addition, there is support for the inclusion of a self-image congruency panel of questions in volunteer applications as an additional screening method to select volunteers who are most likely to be motivated, satisfied, and return in the future as a volunteer. Support for inclusion of an assessment of volunteer applicants' self-image congruency Much time and resources are used in the recruitment, training, and retainment of volunteers. Understanding self-image congruency has the potential to provide great improvements to this segment of event operations.

Recommendations for Austin City Limits

In general, organizations desire volunteers that are going to be more motivated to work, more satisfied with their volunteer experience, and more likely to return as volunteers. As a result of this research, recommendations for the study festival fall under three different areas: recruitment, selection, and retainment.

From a recruitment standpoint, the cluster analysis provided insight into a segmentation of volunteers that implies certain types of volunteers that should and should not be recruited. In the segmentation, the *Harmonizers* segment would be most desired by festival organizers, as they had the significantly highest scores in self-image congruency, motivation, satisfaction, and intent to return. The *Experiencers* segment would be desired second, and the *Discordants* segment, with the lowest self-image congruency, motivation, satisfaction, and intent to return would be least desired. Recruiting volunteers who are not solely motivated by the “perks” of volunteering is critical because they are not motivated and end up not satisfied and less likely to return as volunteers in future years.

The moderation section of this research also provided recruiting guidance. It was found that self-image congruency was more important for younger volunteers and less so for older volunteers. This indicates the marketing and imagery of the volunteer program during the recruitment and application phase should be geared more toward the younger volunteer base by determining imagery and text that are most congruency to the younger population.

From a selection standpoint, analysis of demographics in this research provided information that will help inform management as to the type of volunteers that should

participate in the program. Based on the Chi-Square and MANOVA analysis, there are specific types of volunteers to seek and accept through the volunteer application process. One variable that is not different among segments is whether or not a volunteer has been a volunteer at ACL before. This indicates that giving preference to repeat volunteers on that factor alone (not including other considerations such as training costs or word-of-mouth marketing) will not result in selecting volunteers with high self-image congruency, motivation, satisfaction, or intent to return. However, the moderation analysis did show that self-image congruency significantly influences intent to return for experienced volunteers and not for new volunteers. This indicates from a retainment standpoint, ensuring the volunteer experience reflects returning volunteer personality is of utmost importance.

Another variable of interest was that of education. Those with a college degree or higher were significantly more likely to be *Discordants* than *Harmonizers* or *Experiencers*. Further analysis from moderation showed that education moderated the relationship between motivation and satisfaction and between self-image congruency and intent to return. This does not indicate that ACL should not select volunteers with a college diploma. It does indicate that selecting college educated volunteers with higher motivation and self-image congruency makes it more likely that they will be satisfied and will return in future years as a volunteer. Additional scrutiny in the selection process to determine which college graduates are most motivated and demonstrate the highest self-image congruency is required.

In terms of volunteer role, although the cluster analysis showed no difference among clusters, the moderation analysis did provide some guidance within role selection that will lead to higher retainment. Volunteers who are more highly motivated should be placed in roles that have direct contact with attendees. Additionally, those who have higher self-image congruency should be placed in roles “behind-the-scenes”. These volunteers see the festival as a strong reflection of themselves and will be more likely to return as a volunteer if they can have an impact on the festival in a more personal way.

The combination of guidance in recruiting, selecting, and retaining volunteers should result in a more successful and efficient volunteer program at Austin City Limits.

Limitations

This research was limited by the inclusion of only one festival. The results included are not translatable to all festivals and events, including community-based festivals where there is no application process or admission for attendees to enter the festival. The study festival was also comprised of local volunteers. This provides a potential limitation, as results might be different for mega festivals that incorporate volunteers who are tourists.

Analysis by Structural Equation Modeling is a potential limitation due to the inability to individually analyze motivation factors as could be done with multiple regression. However, SEM was used in this research due to its ability to look at complex relationships holistically.

Future Research Directions

Although this research has many theoretical, methodological, and practical implications, it also provides many directions for future research. Methodologically, the usefulness of this study in incorporating moderating variables within the model using self-image congruency is of note for future research. Although self-concept theory has been incorporated in tourism contexts such as destination choice and the relationship between tourist and locals, an inspection of moderating variables in these other tourism contexts is scarce in the literature.

After providing evidence of the viability of the model in this study, one natural progression in this research should be the testing of this model on general music festival attendees. From an operational standpoint, the implications of research on all attendees could spread into other areas of the festival experience such as merchandise, food and beverage, and festival infrastructure.

Another direction for future research should be aimed at the interesting finding in the relationship between motivation and intent to return. Although significant, this relationship was negative; the reverse of what was hypothesized and what has been found in other research (Bachman et al., 2014; Love et al., 2011). One possible reason for this finding is that the volunteers at this music festival, all of which are locals or have a connection to the local area, live more ‘in the moment’ than a typical festival volunteer. Since Austin City Limits is a premier event for the Austin area every year, a lack of outward motivation may not be a negative because it is a part of a resident’s normal routine every year (as a volunteer or paid attendee). The moderation analysis provided further insight, as it was found that for those without a college degree, no relationship

between motivation and intent to return existed. However, for those who did have at least a college degree, the negative relationship significantly existed. This indicates that for those with more education, a higher level of motivation is not desired. For this type of volunteer, it is more important to select those with high levels of self-image congruency, as that was found to have a significant positive relationship with intent to return.

Future research should look into factors that cause this relationship and assess whether other music festivals that use local volunteers have the same results. This also incorporates recommendations by Love et al. (2011) to study volunteer motivation models in different festival and event contexts. While this research adds to the body of literature in this area, widespread testing of this model has not been completed. Incorporating self-image congruency into the model of understanding volunteers in other types of festivals and events is needed. A secondary line of research in this area to be examined is determining if and how segmentation of volunteers might gain understanding of the role of self-image congruency on volunteers in festivals and events. Finally, an examination of the imagery itself is a tertiary desired research path in this area and was beyond the scope of this study.

Some demographic variables within clusters in this study show counter-intuitive results amongst segments. Education was statistically significant in an inverse fashion: university graduates were more likely to be *Discordants* than non-university graduates. Education was also found to be the most significant moderating variable in the structural equation model, affecting three of the six paths in the model. Future research should examine what elements lead to intent to return for those without a college degree. Both

factors that lead to satisfaction, motivation and self-image congruency, are moderated by education. Although partially contradictory to findings from Elstad (2003), these results provide evidence that education level could play a more important part in determining satisfaction and intent to return as a volunteer than previously indicated. One additional variable to consider in future research is whether or not a volunteer has attended the study festival as a “normal” attendee prior to their decision to volunteer. It is possible that this variable could have a moderating effect on paths associated with self-image congruency and motivation.

From the cluster analysis, results are most in-line with the *project-based* leisure category proposed by Stebbins (2013) and the *cause-serving* category proposed in leisure volunteering research by Parker (1997). The combination of leisure and volunteering in the context of festivals and events is another area for future research.

From a holistic view, the discovered complexity in this research demonstrates the need for further research in examining the variables in this research over different volunteer contexts. Determining which moderating variables have similar results across festival types might assist in finding common characteristics of volunteer programs across the spectrum as well as what factors in volunteer understanding are uniquely different between volunteer programs spanning a variety of sizes, themes, and locations. Although claims of motivations being context specific exist, this study found similar results to other tourism and non-tourism motivation studies.

As festivals continue to grow in size and quantity, increased competition for volunteers and volunteer burnout may occur. Although research looking at why

volunteers quit (including volunteer burnout) has been examined (Elstad, 2003), this research provides insight into the front end of the volunteer process in the context of volunteer recruitment and selection through the lens of self-image congruency. As competition for volunteers increases, festivals which are able to more effectively market through promotion materials with high image congruency will be more successful in securing volunteers. Through this research, it was found that these volunteers with high self-image congruency will be generally more satisfied and more likely to return, thereby giving festivals an advantage in both recruitment and retainment of volunteers.

Operationally, considering the evidence across the literature highlighting the importance of volunteers in conducting successful events (Lee, Alexander, & Kim, 2013) and the results from this research, it is imperative to continue development of volunteer research in the festival and event industry.

APPENDICES

APPENDIX A

IRB INFORMATION SHEET FOR PILOT TEST

Information about Being in a Research Study
Clemson University

Examining the Role of Self-Image Congruency on Motivation, Satisfaction, and Commitment Continuance of Music Festival Volunteers

Description of the Study and Your Part in It

Dr. Bill Norman & Jarrett Bachman are inviting you to take part in a research study. Dr. Bill Norman is a Professor in Travel & Tourism at Clemson University. Jarrett Bachman is a doctoral student at Clemson University, running this study with the help of Dr. Bill Norman. The purpose of this research is to obtain a better understanding of who festival volunteers are. Festivals will be able to better market their volunteer program and make more efficient and effective use of volunteers. In turn, this understanding of the consumer behavior of festival volunteers will result in a better total product for both volunteers and 'regular' attendees.

Your part in the study will be to fill out a survey about being a volunteer at Bonnaroo Music & Arts Festival in 2013. It will take you about 3-7 minutes to fill out the survey.

Risks and Discomforts

We do not know of any risks or discomforts to you in this research study.

Possible Benefits

Possible benefits include an increased understanding of volunteer motivations that will help festival organizers improve the volunteer program as a whole and your experience directly as a volunteer at future Bonnaroo Music & Arts festivals.

Protection of Privacy and Confidentiality

We will do everything we can to protect your privacy and confidentiality. We will not tell anybody outside of the research team that you were in this study or what information we collected about you in particular.

Choosing to Be in the Study

You do not have to be in this study. You may choose not to take part and you may choose to stop taking part at any time. You will not be punished in any way if you decide not to be in the study or to stop taking part in the study.

Contact Information

If you have any questions or concerns about this study or if any problems arise, please contact Dr. Bill Norman at Clemson University at 864-617-3582.

If you have any questions or concerns about your rights in this research study, please contact the Clemson University Office of Research Compliance (ORC) at 864-656-6460 or irb@clemson.edu. If you are outside of the Upstate South Carolina area, please use the ORC's toll-free number, 866-297-3071.

APPENDIX B

IRB NOTIFICATION: FIRST PAGE OF ONLINE SURVEY

Information about Being in a Research Study
Clemson University

Examining the Role of Self-Image Congruency on Motivation, Satisfaction, and Commitment Continuance of Music Festival Volunteers

Description of the Study and Your Part in It

Dr. Bill Norman & Jarrett Bachman are inviting you to take part in a research study. Dr. Bill Norman is a Professor in Travel & Tourism at Clemson University. Jarrett Bachman is a doctoral student at Clemson University, running this study with the help of Dr. Bill Norman. The purpose of this research is to obtain a better understanding of who festival volunteers are. Festivals will be able to better market their volunteer program and make more efficient and effective use of volunteers. In turn, this understanding of the consumer behavior of festival volunteers will result in a better total product for both volunteers and 'regular' attendees.

Your part in the study will be to fill out a survey about being a volunteer at Austin City Limits Festival in 2013. It will take you about 3-7 minutes to fill out the survey.

Risks and Discomforts

We do not know of any risks or discomforts to you in this research study.

Possible Benefits

Possible benefits include an increased understanding of volunteer motivations that will help festival organizers improve the volunteer program as a whole and your experience directly as a volunteer at future Austin City Limits festivals.

Protection of Privacy and Confidentiality

We will do everything we can to protect your privacy and confidentiality. We will not tell anybody outside of the research team that you were in this study or what information we collected about you in particular.

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APPENDIX C

ACL VOLUNTEER INFORMATION PACKET



2013 ACL Volunteer Program Overview

Festival Dates: October 4-6 and October 11-13, 2013

Volunteering for ACL gives you the chance to help present one of Austin's most anticipated events and to enjoy the festival as a fan.

Read this overview to learn about the 2013 volunteer program and how to apply.

The Basics

- Volunteers must live in Austin or the immediate surrounding area. Sorry, no exceptions.
- Volunteers must be 18 years or older as of October 4, 2013.
- Volunteers receive no monetary compensation for their services.
- All 2013 volunteer applicants must pay a \$10 nonrefundable application processing fee (even if you applied before or were selected to volunteer).

FAQS

WHEN CAN I APPLY?

The online application will be posted in early July 2013, and will remain posted until there are enough qualified applicants for volunteer positions. We carefully review all applications, with most selections completed by mid-September.



WHAT KIND OF TEAMS DO YOU HAVE?

All volunteer positions focus on patron services and are “front of house” roles. Some teams are in booths, some are “mobile”. We do not have backstage, VIP, medical, bar staff or production positions for volunteers. Roles fall in the following categories:

- **Patron Services** (Information, Volunteer HQ, Program Distribution, Greeters, Backup, Box Office, Bag/Chair check, etc.)
- **Environmental Initiatives** (Rock & Recycle Centers, Green Team, Aqua Team)
- **Access Program** (dedicated to our patrons with disabilities)
- **Kiddie Limits** (Kids’ activities and “Tag-a-Kid” program)

WHERE CAN I FIND THE TEAM DESCRIPTIONS?

Full listings of the teams and their roles can be found at <http://bit.ly/13acivteam> (paste this link in your browser). Make sure you read about the teams so you can sign up for teams you’ll enjoy and for which you are qualified.

CAN I SIGN UP FOR SEVERAL TEAMS?

Yes, we encourage you to sign up for more than one team, which will increase your chances of being placed. But, with a few exceptions, the recruiter will only assign one team with one shift per assigned day. Be sure to note your preferred teams in the “Additional Info” part of your application.

I'M A RETURNING VOLUNTEER. DOES THIS HELP MY CHANCES OF BEING SELECTED?

That depends on how successful you were as an ACL volunteer previously.

- **Successful Returning Volunteers:** If you worked as an ACL volunteer in 2012, **completed ALL your shifts**, and got a solid rating from your team lead, we'd love to have you back. We give priority selection to volunteers who have successfully completed shifts previously and who apply early. Note: We'll try to accommodate your 2013 team requests, but we can't guarantee you'll be placed on the same team as last year.
- **Returning Volunteers who received a poor performance rating from a team lead, were no-shows, missed a shift(s) or did not complete a shift in 2012:** You will not be selected as a volunteer. Prior to last year's event, we gave selected volunteers ample time to back out; once you committed to the event, being a no-show, missing one or more shifts, or not completing a shift negatively affects your chances for being selected. All volunteers were advised of this in advance. Sorry.

I'M A NEW VOLUNTEER, CAN YOU FILL ME IN ON VOLUNTEER SELECTION?

We'll carefully review your application. Qualified volunteers who are available to work all 6 days of both festivals weekends and are flexible with shift time assignments have the best chance of being selected. We look for applicants who enjoy volunteering in their community throughout the year, and some teams have specific requirements. We also consider job experience and/or education.

WHEN AND HOW LONG ARE THE SHIFTS?

A typical shift is 4 hours each day during the festival show days October 4-6 and October 11-13, 2013. All volunteers must check in half an hour before their shift to get their wristband, t-shirt, sign a waiver, meet their team and/or team leads, etc.

We have morning, afternoon, and evening shifts. **Most volunteers will be assigned a shift that includes an evening shift on one day.** We need volunteers who are flexible in their shift assignments.

Be prepared to be on your feet for an extended period in any sort of weather. The festival is rain or shine.



WHAT ARE THE PERKS?

- The biggest perk is free entry into the festival each day of your shift! After your volunteer shift, you get to relax and enjoy the music, eat some great food, and visit all the other fun stuff throughout Zilker Park.
- You'll also get a limited edition volunteer t-shirt to wear while you're on shift and to keep as a nice memory of your contribution to the Festival.
- We'll provide free water (think green and bring a refillable bottle. There are several free water stations in the park).
- We provide one food coupon for the entire weekend valued at \$5 to be used at the food court.

CAN I CHECK IN EARLY TO ATTEND THE FESTIVAL BEFORE MY SHIFT?

Yes. There is a special process for this and specific details on checking in early will be included in orientation materials sent out about a week before the festival.

HOW CAN I BEST IMPROVE MY CHANCES OF BEING SELECTED?

Volunteers who can work a shift on each of the six festival days (both weekends) will be considered first. All volunteers should request shifts at varying times of the day (i.e. Friday morning, Saturday evening, and Sunday afternoon). The recruiter will assign a shift a day.

If you only want to work morning shifts, the ACL volunteer program is not for you. Most volunteers want only morning shifts...and we have morning, afternoon, and evening shifts to fill each day of the festival.

In sum, for new or returning volunteers, signing up for several teams, committing to a shift each day and choosing varying times for your shifts gives you the best chance of selection.

IF I APPLY, AM I GUARANTEED TO BE SELECTED?

No. Because we get many more applicants than there are positions, not everyone is selected. If you haven't been selected by mid-September, it is unlikely you will be placed. Please note that the \$10 application fee is nonrefundable.

READY TO VOLUNTEER? THREE STEPS.

There are three steps to apply: first pay the \$10 nonrefundable application fee, then read the application guide, and then fill out an application and select teams and shift times for which you're available.

Three Steps:

- 1) **Pay the Application Fee:** Pay the \$10 volunteer application processing fee. Visit <http://bit.ly/acivolfee>, which is a Frontgate Tickets website. The fee is a nonrefundable processing fee for all applicants, regardless if you were chosen as an ACL volunteer previously. After paying the fee online, you'll receive an email with your confirmation/order number. Have this order number handy because you'll need it for the application.

- 2) **Read the Guide to the Application:**

New volunteer? We strongly recommend that you read the illustrated guide to the application found at <http://acifest.co/18GmHgdbhz> so that you can successfully fill out the application. Lots of good tips included!

Returning volunteer? Although you already have a volunteer record, check out the 2013 illustrated guide found at <http://acifest.co/13acivolret> to make sure you update your record properly for 2013.

- 3) **Fill out the Application after paying the \$10 fee:**

Take your time filling out the application to make sure it's thorough and remember to hit "SAVE" after each section you fill out. (There is no "Submit" button)

- a. New volunteers can create a record and apply by visiting <http://bit.ly/acisignup> as of early July 2013.
- b. Returning volunteers can update contact info, sign up for teams/shifts, etc., by visiting www.myvolunteerpage.com.

If you've forgotten your username or password, follow the instructions on the login screen or email volunteer@acifestival.com for help. DO NOT CREATE A NEW RECORD.

I WANT TO FILL OUT THE APPLICATION AND PAY THE FEE LATER, IS THAT OK?

Yes, but until you pay the fee and fill in the order number in your application, we won't look at your application or take any action on it.

WHAT HAPPENS AFTER I APPLY?

After applying to volunteer (as a new volunteer), you'll receive an automatic confirmation email that contains the login and password you chose. Be sure to check your Junk Mail or Spam folder for this email from "Volunteer Squared".

Applications from both returning and new volunteers will be reviewed by the volunteer recruiter and we'll place volunteers as quickly as possible. Please be patient, as we have hundreds of applications to review and we will place volunteers through about mid-September.

Will I get an email letting me know I've been selected?

If you are chosen to volunteer, you'll receive an email confirmation directing you to www.myvolunteerpage.com to review your schedule **AND** confirm your acceptance.

You'll have three days to confirm your assignment or you risk losing your spot.

You can check www.myvolunteerpage.com anytime to check your schedule, update your profile, etc.

If you haven't heard from us by mid-September, it's unlikely you'll be placed.

WILL I GET THE TEAMS AND SHIFTS I'VE REQUESTED?

We want you to be happy with your team and shifts and will do our best to assign you to a team and shifts you requested. But please be flexible with your assignments.

If you decline a shift time assignment for a shift time you had said you were available to fill, getting a different shift time is not guaranteed. It isn't possible for the recruiter to accommodate special shift requests (for example, to schedule around a particular band's performance time or to schedule a team or shift times so that you and your friend can work together...).

What if I can't fulfill my commitment to volunteer due to special circumstances?

Once you commit to a team and shifts, we're counting on you, as we don't overstaff the teams. But we also understand that sometimes unexpected things come up. Prior to the festival, we expect you to let us know immediately if you cannot fulfill your volunteer assignments, so that we can find a replacement for you.

Bailing out in the few days before the festival or on festival dates is not cool! It will be noted in your record and your chances of being selected as a volunteer in the future will be affected. Thanks for understanding!

Will I be trained?

About a week before the festival, selected volunteers will receive a brief overall online orientation and an overview with your team specifics. At the festival, you'll be managed by team leads.

QUESTIONS?

Send questions regarding the volunteer program via email to The Volunteer Recruiter: volunteer@aclfestival.com.

Thanks for your interest and good luck!

APPENDIX D

ACL NEW VOLUNTEER INFORMATION PACKET



Guide to the 2013 Austin City Limits Music Festival New Volunteer Application

Contents

<i>New Volunteer?</i>	<i>2</i>
<i>Your Contact Info</i>	<i>3</i>
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<i>Last Step: My Profile/Basic Info (upload your photo).....</i>	<i>9</i>
<i>A Guide to the Tabs.....</i>	<i>10</i>
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New Volunteer?

New to the Austin City Limits Music Festival volunteer program?

- Visit <http://bit.ly/aclsignup> to sign up and follow the steps as illustrated below. Be sure to **SAVE** each page.



VOLUNTEER Sign Up

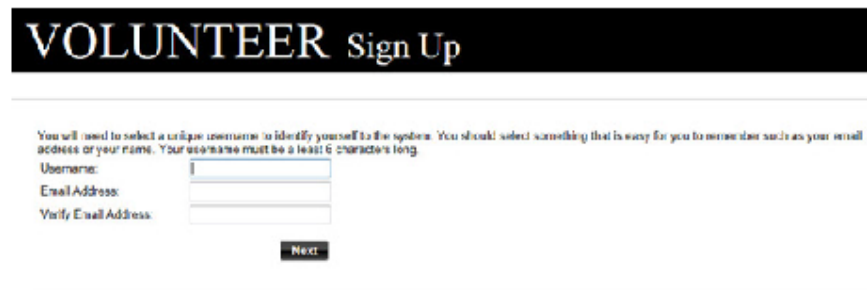
Welcome to myVolunteerPage.com

The following pages will help walk you through the process of creating your own volunteer profile and filling in a volunteer application form for Austin City Limits Music Festival.

Do you have an existing myVolunteerPage.com username and password?

[Forgot your password?](#)
[Read This now!](#)

Screen 2.



VOLUNTEER Sign Up

You will need to select a unique username to identify yourself to the system. You should select something that is easy for you to remember such as your email address or your name. Your username must be at least 6 characters long.

Username:

Email Address:

Verify Email Address:

Your Contact Info

VOLUNTEER Sign Up

Username:

*

Password:

*

Confirm Password:

*

Title:

Mr, Ms, Sir, Mrs

First Name:

*

Middle name:

Last Name:

*

Suffix:

Jr, Sr, III

Address Line 1:

*

Address Line 2:

City:

*

Country:

USA

State:

Texas

Zip Code:

*

Primary Email:

*

Secondary Email:

Mobile Email:

*Not available in all areas. [Click here for details](#)

Home Phone:

Work Phone:

My Profile: Additional Info

How do we choose our volunteers? This page is key as it's your best opportunity to let us get to know you to see if you're a fit for our teams. You'll fill in info about your education, employment, volunteer experience, special skills, etc.



IMPORTANT: Application Fee Order Number. Fill in your order number or your application will not be reviewed at all. To pay the fee, click visit the FAQ volunteer section of www.aclfestival.com to find the link to the fee page.

Home Sign-Up Assignments Photo Log Contact Reports **My Profile**

Basic Info **Additional Info** Qualifications Interests Availability Goals

My Profile: Additional Info

Additional Info for Austin City Limits Music Festival

Please fill out the fields below. If a field name is underlined, you may click on it for further information.

This section is important: We have hundreds of applicants and this section is key to letting us know about you to see if you're a fit for our volunteer program. It's also where you let us know when you can volunteer and your team preferences.

Take your time filling it out and be thorough.

Save

ENTER 2013 \$10 VOL APP FEE ORDER NUMBER HERE OR YOUR APPLICATION WILL NOT BE REVIEWED!

2013 Volunteer Fee Order Number

Name Used on ACL to Pay 2013 Volunteer App Fee

I have paid the \$10 non-refundable 2013 fee and entered the order number above

I understand that I must fill in the 2013 fee order number above or my application will not be considered. ☐

About You

Date of Birth (DOB will be checked at the festival if you are selected as a volunteer)

E-mail Address

Other skills, hobbies, interests, or special training that make you a good volunteer candidate

In the Additional Info section, be sure to carefully make selections for your availability during the festival weekends.

Priority selection will go to qualified volunteers who can work all six days of the festival (both weekends).

2013 Availability (M-PK) (A-S) Please choose carefully! This is the first year the festival will take place over two consecutive weekends.

NOTE: Priority selection will go to volunteers who can work all six days of the festival (both weekends).	
I can volunteer for six days (1 OCT-1 weekends)	<input type="checkbox"/>
I can only volunteer for Week 1 of the festival (Oct. 4-6, 2013)	<input type="checkbox"/>
I can only volunteer for Week 2 of the festival (Oct. 11-13, 2013)	<input type="checkbox"/>
I can volunteer for EITHER Weekend; I have no preference between Week 1 or Week 2 of the festival	<input type="checkbox"/>
Any other comments on your availability?	<input type="text"/>

The Additional Info section also includes a section of team preferences. This section helps the recruiter determine which team(s) to choose for you, so fill it in to relay your preferences.

2013 ACLM Volunteer Team Preferences	
TEAMS: Access, Aqua, Green, Rock&Recycle, Kiddie Limits, Tag-A-Kid, Backup, Bag/Chair Ck, Box Office, Greeters, Info, Media, Program Dist, Vol HQ	
Sign up for many teams, but name up to 3 teams you'd prefer	<input type="text"/>
Any comments on your preferences? (ex: "worked on this team last year and loved it!" or "I'd like a team focused on environmental efforts!" etc.)	<input type="text"/>

SAVE your updates.

Qualifications.

A page with a list of qualifications that you can select (ex: "knowledge of Austin area, landmarks, etc."). Easy and quick to complete this section with YES/NO responses.

After filling out this section, you'll then be eligible to sign up. Choose "Go to the sign-up page".

Sign Up for Teams: The list of teams.

This is the tab that lists all the teams and available shifts. Sign up for as many teams and shifts as possible.

We need volunteers in all shifts, including evening. DO NOT SIGN UP FOR MORNING SHIFTS ONLY.

For 2013, the festival takes place over two weekends. Depending on your availability, the list offers choices of teams and shifts for each weekend.

A typical schedule usually includes a morning, afternoon, and evening shift over the course of the three days of a festival weekend.

The recruiter will assign you to one or two teams with one shift per day.

Example: Below is an example of the list of teams.

Sign Up

Click on the activity links below to read more about them. If you would like, you will be able to sign up from that screen as well. If you would like to see fewer activities below, check the number of items per page. There is also a filter button to filter activities by category.

Filter: ☐ Queued ☐ Backup List

Sort: By Activity Name

Group by category:

Austin City Limits Music Festival

Environmental Initiatives (2013)

Team	Start Date	End Date
Week 1 - Aqua Team	10/4/2013	10/5/2013
Week 1 - Green Team	10/4/2013	10/5/2013
Week 1 - Rock & Recovery	10/4/2013	10/5/2013
Week 2 - Aqua Team	10/11/2013	10/12/2013
Week 2 - Green Team	10/11/2013	10/12/2013
Week 2 - Rock & Recovery	10/11/2013	10/12/2013

In the example below, the applicant chose the Aqua Team for Week 2 of the festival.

Signing up for a selected team.

Below is the next screen you'd see after selecting "Week 2 - Aqua Team". Sign up for all shifts or individual shifts and click SAVE.

Then choose other teams and sign up: To sign up for another team (activity), scroll up to the top and click on [Back to activity list](#) and repeat the steps above.

Sign Up

Environmental Initiatives (2013) - Week 2 - Aqua Team

Description:

Read up on the team here.

Get your hands on Water stations needs from detail of the 2010 festival, and they were a huge hit. At special bottled water stations throughout the park, volunteers will serve patrons filtered, cool water from special spigots.

In 2012, we saved the equivalent of 245,000 water bottles from landfill! These stations are a huge step in helping green the festival. Patrons love the water stations, especially on a hot Austin day, and are enthusiastic and grateful in thanking volunteers.

Most of the water stations are near stages, too, so you'll hear music throughout your shift! This is our largest team, with lots of openings, so increase your chances of being selected by choosing to be available for this team.

To increase your chances of selection, sign up for a variety of shift times, even if they overlap. We will only assign one shift per day. Sign up for night shifts, too. We cannot place volunteers in "all morning" shifts each day.

Share | Facebook | Twitter | Email

[Back to activity list](#)

Date	Start Time	End Time	Overlap	Sign Up	Confirm
				<input type="checkbox"/> Select All	Confirm All
Friday, October 11, 2013	11:00 AM	3:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Friday, October 11, 2013	3:00 PM	7:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Friday, October 11, 2013	7:00 PM	10:15 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Saturday, October 12, 2013	11:00 AM	3:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Saturday, October 12, 2013	3:00 PM	7:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Saturday, October 12, 2013	7:00 PM	10:15 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sunday, October 13, 2013	11:00 AM	3:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sunday, October 13, 2013	3:00 PM	7:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sunday, October 13, 2013	7:00 PM	10:15 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Either "Select All" shifts or choose individual dates and shift times.

Save

Confirmation Page after signing up for a team.

After you sign up for teams, you'll get this message.

Either click "Back to activity list" or choose the "Sign Up" tab to sign up for other teams.

Sign Up

Environmental Initiatives (2013) Week 2 Aqua Team

Description

Get your bar station! Water stations made their debut at the 2010 festival, and they were a huge hit. At special tented water stations throughout the park, volunteers will serve patrons filtered, cool water from special subjects.

[Share](#) [Facebook](#) [Twitter](#) [LinkedIn](#) [Email](#)

[Back to activity list](#)

You have not been scheduled for this activity yet but you have been signed up for one or more shifts. You will be contacted later regarding shifts to which you are assigned.

Date	Start Time	End Time	Overlap	Sign Up	Confirm
Friday, October 11, 2013	11:00 AM	3:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friday, October 11, 2013	3:00 PM	7:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friday, October 11, 2013	7:00 PM	10:15 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Saturday, October 12, 2013	11:00 AM	3:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saturday, October 12, 2013	3:00 PM	7:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Saturday, October 12, 2013	7:00 PM	10:15 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunday, October 13, 2013	11:00 AM	3:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sunday, October 13, 2013	3:00 PM	7:00 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunday, October 13, 2013	7:00 PM	10:15 PM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A checked box indicates shifts for which you are available.

Save

Last Step: My Profile/Basic Info (upload your photo)

Click on the My Profile tab (illustration below) to create/edit info.

You must upload your photo or your application will not be considered. This tab contains basic contact information. You can also change your password and view, change, or delete your profile photograph (JPG, GIF, PNG file).

My Profile: Basic Info

Save **Change Password**

Username: stephen.wjerman@acmf.com
Title: Vol. Info. Sys. Mgr.
First Name: Stephen
Middle Name:
Last Name: Wjerman
Suffix: III
Address Line 1: 1234 Congress
Address Line 2: #222
City: Austin
Country: USA
State: Texas
Zip Code: 78701
Primary Email: stephen.wjerman@acmf.com
Secondary Email:

Upload your photo here. REQUIRED

Upload Change Delete

A Guide to the Tabs

The tabs below are displayed. The only tabs relevant for ACL volunteers are highlighted.



If you make changes to data in any of these tabs, you must click on the [Save] button *in that tab* to record those changes, otherwise they will not be saved.



I've Updated my Application and Signed Up for teams/shifts. Now What?

The recruiter reviews hundreds of applications, so please be patient. Typically, all volunteers are selected and assigned by early September.

If you are selected for a team, you will receive an email with instructions to confirm your assignment.

You can also check your record any time to see if you have assignments or make other updates including signing up for more teams/shifts at www.myvolunteerpage.com.

Contact Info

Questions? Email volunteer@aclfestival.com. Good luck!

APPENDIX E

VOLUNTEER SURVEY – 2013 AUSTIN CITY LIMITS

Qualtrics Survey Software

Page 1 of 5

Default Question Block

Information about Being in a Research Study - Clemson University

Examining the Role of Self-Image Congruency on Motivation, Satisfaction, and Commitment Continuance of Music Festival Volunteers

Description of the Study and Your Part in It

Dr. Bill Norman & Jarrett Bachman are inviting you to take part in a research study. Dr. Bill Norman is a Professor in Travel & Tourism at Clemson University. Jarrett Bachman is a doctoral student at Clemson University, running this study with the help of Dr. Bill Norman. The purpose of this research is to obtain a better understanding of who festival volunteers are. Festivals will be able to better market their volunteer program and make more efficient and effective use of volunteers. In turn, this understanding of the consumer behavior of festival volunteers will result in a better total product for both volunteers and 'regular' attendees. Your part in the study will be to fill out a survey about being a volunteer leader at Austin City Limits Festival. It will take you about 5-15 minutes to fill out the survey.

Risks and Discomforts

We do not know of any risks or discomforts to you in this research study.

Possible Benefits

Possible benefits include an increased understanding of volunteer motivations that will help festival organizers improve the volunteer program as a whole and your experience directly as a volunteer at future Austin City Limits festivals.

Protection of Privacy and Confidentiality

We will do everything we can to protect your privacy and confidentiality. We will not tell anybody outside of the research team that you were in this study or what information we collected about you in particular.

Choosing to Be in the Study

You do not have to be in this study. You may choose not to take part and you may choose to stop taking part at any time. You will not be punished in any way if you decide not to be in the study or to stop taking part in the study.

Contact Information

If you have any questions or concerns about this study or if any problems arise, please contact Dr. Bill Norman at Clemson University at 864-617-3582.

If you have any questions or concerns about your rights in this research study, please contact the Clemson University Office of Research Compliance (ORC) at 864-656-6460 or irb@clemson.edu. If you are outside of the Upstate South Carolina area, please use the ORC's toll-free number, 866-297-3071.

What role did you have this year at Austin City Limits? (If you had multiple roles, please check the box of the role you were in most often)

- ☐ Patron Services (Includes Volunteer HQ, Backup, Greeters, Info/Lost & Found, Program Distribution, Chair Check)
- ☐ Environmental (Includes R&R Centers/Mobile, Green Team, Aqua Team)
- ☐ Kids (Includes Tag-a-Kid & Kids Activities)
- ☐ Access (Includes Access Center & Viewing Platform)

How many years (including 2013) have you volunteered at ACL?

Take a moment to think about ACL. Think about the kind of person who typically visits ACL. Imagine this person in your mind and then describe this person using one or more personal adjectives such as classy, poor, stylish, masculine, sexy, old, athletic, or whatever personal adjectives you can use to describe the typical person at ACL. Once you've done this, indicate your agreement or disagreement to the following statements:


The way I see people who attend ACL is consistent with how I...

	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
<u>see myself</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<u>like to see myself</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<u>believe others see me</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<u>would like others to see me</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each, select the the point between each pair of adjectives which reflects the extent to which you believe the adjectives describe ACL.

Dull	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Exciting
Unpleasant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Pleasant
Gloomy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Cheerful

<https://s.qualtrics.com/ControlPanel/Ajax.php?action=GetSurveyPrintPreview&T=4DcbyW> 10/2/2013

Distressing  Relaxing

Using the 7-point scale below (1=Not at all important/accurate, 7=Extremely Important/Accurate), please indicate how important or accurate each of the following possible reasons for volunteering is for you in doing volunteer work at ACL.

	Not at all Important/accurate 1	2	3	Neutral 4	5	6	Extremely Important/Accurate 7
Volunteering can help me get my foot in the door at a place where I'd like to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My friends volunteer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am concerned about those less fortunate than myself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I'm close to want me to volunteer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering makes me feel important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I know share an interest in community service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No matter how bad I've been feeling, volunteering helps me to forget about it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am genuinely concerned about the particular group I am serving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
By volunteering, I feel less lonely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can make new contacts that might help my business career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing volunteer work relieves me of some of the guilt over being more fortunate than others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Using the 7-point scale below (1=Not at all important/accurate, 7=Extremely Important/Accurate), please indicate how important or accurate each of the following possible reasons for volunteering is for you in doing volunteer work at ACL.

	Not at all Important/accurate 1	2	3	Neutral 4	5	6	Extremely Important/Accurate 7
I can learn more about the cause for which I am working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering increases my self-esteem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering allows me to gain a new perspective on things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering allows me to explore different career options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel compassion toward people in need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others with whom I am close place a high value on community service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering lets me learn through direct "hands on" experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel it is important to help others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering helps me work through my own personal problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering will help me succeed in my chosen profession	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can do something for a cause that is important to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Using the 7-point scale below (1=Not at all important/accurate, 7=Extremely Important/Accurate), please indicate how important or accurate each of the following possible reasons for volunteering is for you in doing volunteer work at ACL.

	Not at all Important/Accurate 1	2	3	Neutral 4	5	6	Extremely Important/Accurate 7
Volunteering is an Important activity to the people I know best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering is a good escape from my own troubles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can learn how to deal with a variety of people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering makes me feel needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering makes me feel better about myself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering experience will look good on my resume	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering is a way to make new friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can explore my own strengths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food offered to volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The offering of free tickets to the festival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can explore my interest in music	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Using the 7-point scale below (1=Strongly Disagree, 7=Strongly Agree), please indicate the amount of agreement or disagreement you personally feel with each statement. Please be as accurate and honest as possible, so we can better understand volunteers at ACL.

	Strongly Disagree 1	Disagree 2	Slightly Disagree 3	Neutral 4	Slightly Agree 5	Agree 6	Strongly Agree 7
I am enjoying my volunteer experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My volunteer experience has been personally fulfilling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This experience of volunteering with ACL has been a worthwhile one	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to make an important contribution by volunteering with ACL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have accomplished a great deal of "good" through my volunteer work with ACL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

After volunteering at ACL, my intent to volunteer at ACL in the future is:

	Strongly Disagree 1	Disagree 2	Slightly Disagree 3	Neutral 4	Slightly Agree 5	Agree 6	Strongly Agree 7	
Not at all likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very likely
Much less probable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very probable
Likely to be greatly reduced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Likely to be increased

Using the 5-point scale below (1=Not Likely, 5=Extremely Likely), please indicate the degree of likelihood you personally feel with each statement. Please be as accurate and honest as possible, so we can better understand volunteers at ACL.

	Not Likely 1	Somewhat Likely 2	Moderately Likely 3	Likely 4	Extremely Likely 5
How likely is it that you are a volunteer at ACL next year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely is it that you are a volunteer at ACL in five years?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely are you to recommend ACL to friends to volunteer in the future?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How likely are you to recommend
ACL to friends to attend in the
future?

☐ ☐ ☐ ☐ ☐

In the twelve months preceding ACL, did you volunteer at any other large (>5,000 attendees) music festival?

- ☐ Yes
☐ No

In the twelve months preceding ACL, did you volunteer at any other festival or event of any size?

- ☐ Yes
☐ No

In what year were you born (Please use 4 digit format - i.e. 1982)

What is your Home Zip Code?

How many years have you been living in the Austin area?

What is your sex?

- ☐ Male
☐ Female

What was your total annual household income before taxes for 2012?

- ☐ Less than \$20,000
☐ \$20,000~39,999
☐ \$40,000~59,999
☐ \$60,000~79,999
☐ \$80,000~99,999
☐ \$100,000~119,999
☐ \$120,000~139,999
☐ \$140,000 +

Which of the following best describes the highest level of education you have completed?

- ☐ Some high school or less
☐ High school graduate
☐ Some college/Technical school
☐ University graduate
☐ Post-graduate degree

What is your current employment status?

- ☐ Employed Full-time
- ☐ Employed Part-time
- ☐ Self-employed
- ☐ Student
- ☐ Retired
- ☐ Unemployed

Thank you for your time. If you have questions or concerns regarding this survey, please contact:

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Professor
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Department of Parks, Recreation and Tourism Management
128 McGinty Court, 275B Lehotsky Hall
864-617-3582
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